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PROBLEMS AND FACTORS IN OFFICER CAREER PLANNING IN THE U. S. MARINE CORPS

Cliff Atkinson

Thesis
A86

Thesis
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PROBLEMS AND FACTORS IN OFFICER CAREER PLANNING IN THE U. S. MARINE CORPS

A Thesis

Presented in Partial Fulfillment

of the Requirements for the Degree

Master of Science in Public Administration

By

CLIFF ATKINSON, JR., B. Sc.

The Ohio State University

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CHAPTER I

THE PROBLEM

Statement of the problem. The problem which this study is designed to investigate is that of the adequacy of the present system of career management for officers in the United States Marine Corps. It may be stated in several parts as follows: (1) What is the present scheme for career management for officers? (2) How adequate is this plan to secure the objectives which are desired? (3) What do typical marine officers think about it? (4) What, if anything, is wrong with the system and what can be done to improve it?

Importance of the study. With the current trend toward more adequate vocational guidance it would appear that career problems within one branch of the armed forces are important to those concerned with guidance counseling as well as prospective candidates for officer commissions in the Marine Corps. As to the matter of general importance, the Hoover Commission in its report to Congress says:[1]

> World conditions demand that the United States maintain a strong National Security Organization.
>
> This need results directly from the total disruption of the old balance of power among nations, and from new forms of communications and warfare which have impaired America's ocean-moated isolation. Ours is a need for defense and our military strength must be predicated upon the degree of menace which we face. At present outlook, the United States'

Statement of the problem. The problem which this study is designed to investigate is that of the adequacy of the present system of career management for officers in the United States Marine Corps. It may be stated in general terms as follows: (1) What is the present manner for career management for officers? (2) How adequate is this plan to assure the objectives which are involved? (3) What is implied as being desirable concerning the future? (4) What, if anything, should be done to improve the present system?

Importance of the study. With the current great interest in the Marine Corps. As to the matter of general importance, Hoover Commission in its report to Congress says:[1]

> Until conditions caused by the United States maintains a strong military capability.

This must usually diversify from the total operation and our military strength must be developed upon the degree of success which we have. If present conflict, the United States' participation of the old balance of power among nations, and from new forms of communications and weapons which have impaired America's open-ocean isolation. There is a need for

need for a strong Military Establishment is obvious.

In the past, the United States has maintained merely a nominal Army and Air Force, and its Navy has been sharply limited. The assumption was that war, and international crises which could result in war, would be rare and that there would always be ample time to build a strong military force around this permanent cadre. Now the United States, in the forefront of world affairs, must continuously deal with political and economic pressures.

The maintenance of a huge military force and of enormous military budgets in peacetime poses a severe problem. It introduces a new element into our social and political life; this spending, both as a drain on the taxpayers and as purchasing power, can vitally affect our economy. The degree of our success in achieving efficiency of military operations and planning, economy in execution, and proper relationship of this new force to our political and economic fabric can make the difference between democracy and totalitarianism, both for our Nation, and for the whole world.

The Marine Corps, as part of the National Military Establishment, must contribute toward the achievement of efficiency in military operations and planning, and economy in execution. The part played by the officers of the Marine Corps in their capacity as leaders and executives will, in the final analysis, be a key factor in the attainment of these objectives. It is a truism that there is nothing about an organization more important than its future and the future of the Marine Corps is, to a large measure, dependent on its personnel, particularly its officer personnel.

The procedures used by the military hierarchy in making appointments to positions of high rank and responsibility

rely entirely upon selection from among those already members of the organization. There is no outside hiring of top executives. These positions are filled from among those who are making military life their career. It seems obvious then that officer career planning upon the successful accomplishment of which the adequacy of a career within the Marine Corps depends is important to the future of our country as well as to those who serve it.

Career planning in the military services has as its underlying objective to provide for the selection, development and training of individuals through carefully designed selection procedures, and intelligent rotation of assignments, so that each may be highly competent in his work and qualified for advancement to positions of responsibility in accordance with present and future needs of the organization.

From the viewpoint of the individual, his interest in a career (whether in business, industry, the professions or the military) centers around his values and goals, his interests and aspirations. He wants to know what his opportunities are in terms of economic security, chance for advancement and the intangible factors which produce personal satisfactions.

L. D. White considers that a career service is characterized by:[2]

> Permanence of tenure during good behaviour and satisfactory work is an obvious sine qua non.
>
> . . . full recognition of the underlying American devotion to the doctrine of equal opportunity for all citizens.
>
> . . . opportunity for personal growth and full exercise of one's best ability.
>
> A career service in the United States is the open road from junior to top positions.

Mr. White is speaking here of careers in the civilian branches of the government service, but it seems that the principles apply almost equally well to the military. In so far as the Marine Corps is concerned, how permanent is an officer's position? Is there equal opportunity for all officers? Is the opportunity for personal growth provided? And, finally, is the road open from the junior to the top positions? These are the questions to be examined.

This, then, sets the stage for the remainder of the thesis. Chapter II covers the general organization and mission of the Marine Corps in order to give the reader an insight into what the Marine Corps is, and what it does. Chapter III covers the factor of initial entry into the Marine Corps for prospective officer candidates. Chapter IV discusses the problem of position classification and its relation to careers and career planning. Chapter V covers the problem of in-service training and rotation of duty. Chapter VI covers the factor of pay, promotion and retirement. Chapter VII is a report on officer attitudes toward various aspects of careers in the Marine Corps. A summary and the conclusions are included in Chapter VIII.

CHAPTER II

GENERAL ORGANIZATION AND MISSION OF THE UNITED STATES MARINE CORPS

The United States Marine Corps is an integral part of the Naval Establishment and is, at all times, subject to the laws and regulations established for the government of the Navy.*

The Commandant of the Marine Corps is vested by law with the responsibility for administering the Marine Corps in the name of the Secretary of the Navy to achieve maximum effectiveness in support of fundamental naval policy. The office of the Commandant of the Marine Corps is at Headquarters, U. S. Marine Corps, Washington, D.C. and is a component part of the Navy Department.[1]

The Marine Corps includes land combat, service forces and aviation. Its major functions and missions are:[2]

> To provide fleet marine forces of combined arms, together with supporting air components, for service with the U. S. Fleet in seizure or defense of advanced naval bases and for the conduct of such land operations as may be essential to the prosecution of a naval campaign.
>
> To provide detachments and organizations for service on armed vessels of the Navy, and security detachments for the protection of naval property at naval stations and bases.
>
> To develop, in coordination with the Army, the Navy, and the Air Force, the tactics,

* Marine Corps units, when detached for service with the Army by order of the President, are subject to the rules and articles of war prescribed for the government of the Army.

Article II

Powers, Responsibilities and Duties of the Marine Service Corps

The Marine Service Corps shall be the largest unit of the Naval Establishment and it, as well as any, subject to the laws and regulations established for the government of the Navy.*

The Commandant of the Marine Corps is vested by law with the responsibility for administering the Marine Corps in the name of the Secretary of the Navy to achieve maximum effectiveness in support of Congressional naval policy. The office of the Commandant of the Marine Corps is an Executive Department, U. S. Marine Corps, Washington, D.C. and is a component part of the Navy Department.)

The Marine Corps includes land combat, service forces and aviation. Its duty functions are similar except

To provide first naval force of maritime
[illegible] responsibility for accomplishing
for service with the U. S. Fleet in wartime or
[illegible] of combined naval force and the
[illegible] of such land operations as may be
that be the responsibility of a naval campaign.

To provide detachments and organizations
for service on board vessels of the Navy, and
security requirements for the protection of
naval property at naval stations and bases.

To develop, in accordance with the need,
[illegible] for air forces, for the Marine

* Marine Corps units, when detached for service with the Army or other of the Services, are subject to the rules and regulations of the Department for the government of that Army.

technique and equipment employed by landing forces in amphibious operations. The Marine Corps shall have primary interest in the development of those landing force tactics, technique, and equipment which are of common interest to the Army and the Marine Corps.

To train and equip, as required, Marine forces for airborne operations, in coordination with the Army, the Navy, and the Air Force in accordance with policies and doctrines of the Joint Chiefs of Staff.

To develop, in coordination with the Army, the Navy and the Air Forces, doctrines, procedures, and equipment of interest to the Marine Corps for air-borne operations and which are not provided for by the Army.

To be prepared, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components to meet the needs of war.

I STRENGTH AND COMPOSITION

The composition and distribution of personnel in the Marine Corps, on the basis of budgetary limitations, is prescribed annually in the Personnel Allocation Plan as approved by the Secretary of the Navy.

The major components of the Marine Corps are the regular establishment and the reserve establishment. This paper is concerned with officer careers in the regular establishment. The authorized strength of the regular establishment as of 31 January, 1950, was 7000 officers and 67,050 enlisted men and women.[3] The regular establishment consists of the operating forces and the supporting establishment. The operating forces consist of (a) the fleet Marine forces, (b) Marine detachments aboard naval vessels, and (c) security forces at shore activities of the Naval Establishment.[4]

The operating forces. The fleet Marine forces are integral with the several U. S. Fleets. They have the status of a fleet type command and are under the operational command of the respective fleet commanders. They have as general missions to serve with the fleets in the seizure and defense of advance bases, to develop those phases of amphibious operations which pertain to the tactics, techniques and equipment employed by amphibious troops; to train and equip Marine forces for airborne operations, to train a maximum number of personnel to meet requirements of expansion during time of war. A fleet Marine force in peacetime normally consists of a headquarters, force troops, appropriate service elements, one or more Marine divisions or brigades, and one or more aircraft wings or groups. The fleet Marine force is the heart of the Marine Corps. It is its combat element, in which the peacetime officer and enlisted man receives his on-the-job training in the art of combat, practical leadership and physical toughening for wartime duties should these become necessary. It was in the Marine Corps' fleet Marine forces and its Marine Corps schools that many of the basic principles and techniques of amphibious warfare used in World War II were developed.

Marine detachments aboard naval vessels are an integral part of the complement of the ship. They provide a unit organized and trained for operations ashore, as part of a landing force from vessels of the fleet. They provide

The Hospitality Lounge. The first meeting starts at 8:00 p.m. Many of the members of the Club. They have the choice of a first time reading and then begin the discussion. Anyone at the Hospitality First Conference. They have an opening statement by every club friends in the meeting and welcome of welcome hours, to thereby begin choose of meetings. Some members enjoy travels to the states, conferences and vacations many employed by enthusiasts focused in their own country during Latter. The attendee participants to bring a welcome theme of personal to more significantly of enthusiasts enjoy time of year. A first meeting starts to immediate interest. Another of a hospitality, time theme, particularly anxious already, but to more months discussions on Saturday, and not of other electronic shops or changes. The first theme times is the Board of the studies Server. It is its more closest, to which the interface culture and activity our examples the day-to-day Internet in the web of model, recruited leaders may not interest Postponing for another studies should these recent experiences. If one is the latter Social first member of the studies Server. It is its more closest, to which the interface culture and activity our examples the day-to-day Internet in the web of model, recruited leaders may not interest Postponing for another studies should these recent experiences. If one is the latter Social first

to help us in more meetings.

Anyone interested must notify us by August 2nd of the conference at the time. They receive a very beautiful room that reminds us of a vacation home from friends of the first. They provide

ship's gun crews as required and they provide internal security for the vessel.

Security forces in naval shore establishments have the general mission of providing necessary internal security for these establishments within and beyond the continental limits of the United States in accordance with specifically assigned missions.

The supporting establishment. The Marine Corps supporting establishment has as a broad general mission the providing of facilities and services for the support of the Marine Corps as a whole. The major installations providing this support are Marine Corps schools, Marine Corps Recruit Depots, special schools, supply installations, recruiting service and miscellaneous supporting activities.

The Marine Corps schools are organized and equipped to provide the military schooling for officer and enlisted personnel of the Marine Corps. The primary agency for such schooling is the Marine Corps Schools, Quantico, Virginia. These schools have as a mission (a) to train officers and selected enlisted men in the tactics and techniques of warfare with particular emphasis on amphibious operations, in order to provide competent commanding and staff officers for the field forces of the Marine Corps; (b) to study and review current tactics, techniques and equipment employed by landing forces, continuously making recommendations to the Commandant of the Marine Corps for their improvement and

development.

The Marine Corps Recruit Depots are organized and equipped to provide the facilities for training of newly enlisted Marine Corps personnel and to provide the facilities for such other schools, to be conducted at depots, as the Commandant of the Marine Corps may direct. The primary agencies are the Marine Corps Recruit Depot, San Diego, California and the Marine Corps Recruit Depot, Parris Island, South Carolina.

Special schools are authorized from time to time by the Commandant of the Marine Corps to accomplish a specific schooling mission. The location, composition and missions are assigned at the time of activation by the Commandant.

The supply installations of the Marine Corps are comprised of depots of supplies and supply depots. The mission of these installations is the procurement, storage, repair and issue of all material which is processed through the supply system of the Marine Corps. These depots are of varying size and are located throughout the continental United States and overseas as required for the logistic support of Marine Corps units.

The Marine Corps recruiting service is organized into six recruiting divisions, Northeastern at Philadelphia, Pennsylvania; Southeastern at Atlanta, Georgia; Central at Chicago, Illinois; Midwestern at St. Louis, Missouri; Southern at Dallas, Texas; and Western at San Francisco,

California. The missions of the recruiting service are to procure marine enlisted personnel for the regular and reserve establishment and such other additional missions as may be assigned by the Commandant of the Marine Corps.

The various miscellaneous supporting activities of the Marine Corps include (a) the Marine Corps Equipment Board, which has the general mission of development, testing and evaluation of equipment, particularly that relating to landing and airborne operations; (b) the Marine Corps Board, which has the general mission of continuously examining the overall missions of the Marine Corps and recommending policies, plans, programs and measures for the implementation of these missions; (c) the Naval Examining Board (Marine Corps), which has the general mission of examining officer candidates for entry into the Marine Corps and the examination of candidates for promotion.

II MAJOR BASES AND STAFF OFFICES

The major base of the Marine Corps on the east coast is at Camp LeJeune, North Carolina. This is the home base of the Second Marine Division, Fleet Marine Force. The major base of the Marine Corps on the west coast is Camp Joseph H. Pendleton at Oceanside, California. This is the home base of the First Marine Division, Fleet Marine Force.

The two principal staff offices of the Marine Corps are (a) Headquarters U. S. Marine Corps, Washington, D.C. and (b) The Department of the Pacific, San Francisco, California.

Headquarters Marine Corps administers the Marine Corps as a whole in order to achieve maximum effectiveness in support of fundamental naval policy. The Department of the Pacific includes all posts, stations, detachments, depots and other organizations of the Marine Corps in the 11th, 12th, 13th and 17th Naval Districts (western United States) except fleet marine force units, detachments afloat, recruiting activities and Marine Corps air stations.

III AVIATION

Marine Corps aviation is an organic element of the Marine Corps and is so organized as to provide fleet marine forces with supporting air components.

IV SUMMARY

The U. S. Marine Corps is thus seen as an integral part of the naval establishment with the overall general mission of support of fundamental naval policy. It consists of a regular establishment and a reserve establishment. The regular establishment, with which this thesis is concerned, is composed of the operating forces and the supporting establishment. These two include land combat, service forces and aviation. The present authorized strength of the regular establishment is 7,000 officers and 67,050 enlisted men and women. Marine Corps units are located throughout the continental United States at major Marine Corps bases, at naval establishments, aboard certain of the larger combatant ships of the Navy, and at such overseas bases as present

strategical considerations require.

This, then, is the framework within which an officer's career in the Marine Corps must evolve. Subsequent chapters treat various aspects of these careers and where necessary discuss certain portions of the organization in more detail.

CHAPTER III

THE FACTOR OF INITIAL ENTRY

I. IMPORTANCE OF SELECTION PROCESS

Careful initial selection of personnel, whether for industry, business, the professions or the military service, is an important factor relative to later success or failure of this personnel. As stated by Holden[1] et al, "It is the first step in developing an adequate supply of well-qualified talent for ultimate placement in responsible positions." The Commission of Inquiry on Public Personnel[2] says that "no element of the career service system is more important than the recruitment policy." Mosher and Kingsley[3] feel that "the selection process has always been the central point of interest in the public personnel program." This, they state, is for a variety of reasons; "it is, first of all, the cornerstone of the whole personnel structure" . . . and . . . "unless soundly conceived there can be little hope of building a first rate staff."

Although the above examples of the importance of the selection process come from industry and the public service, it seems reasonable that this same importance can be attached to the selection process for a military organization. The problems are essentially the same, the attraction of qualified candidates and determining among those so attracted which have the greatest probability of success. Jucius[4]

says "the selection procedure is the sequence of functions adopted in a given case for the purpose of determining which candidates for employment are suitable and acceptable." For our purposes we are interested, not only in selection *per se*, but also in recruitment which White[5] says revolves around the problem of "attracting the best, not the most." These, then, are the two important problems in-so-far as initial entry for officers into the Marine Corps is concerned. First, the attracting of suitable candidates and second, the selecting from among those so attracted the most suitable and acceptable. From the candidate's point of view he is, of course, interested in the requirements for entry in terms of age limits, educational qualifications, experience, if any, and other factors that may be required of him in order to become a successful candidate. He is also interested in what the Marine Corps may offer in the way of a career.

The remainder of this chapter, then, deals with various aspects of the problem of initial entry. In so far as selection is concerned, it is limited to initial selection for entry and is not, at this stage, concerned with selection for promotion.

II. REQUIREMENTS FOR ENTRY

The requirements for entry into the Marine Corps are based on various federal statutes, as well as instructions issued by the Secretary of the Navy and the Commandant of

II. Multiplication and Powers

The multiplication rule makes the natural numbers into a commutative monoid, and the distributive law connects it to addition. Together they are the entire algebraic content of the ring axioms for $\mathbb{Z}$, so it is worth recording them explicitly before we move on.

Theorem 2.1. *For all $a, b, c \in \mathbb{N}$ we have $a(b+c) = ab + ac$ and $(b+c)a = ba + ca$.*

Proof. The second identity follows from the first and commutativity, so it suffices to prove the left distributive law. We argue by induction on c. The base case $c = 0$ reads $a(b+0) = ab = ab + a0$, which is immediate from $b + 0 = b$ and $a0 = 0$. Assuming the identity for c, we compute

$$a(b + (c+1)) = a((b+c)+1) = a(b+c) + a = (ab + ac) + a = ab + (ac + a) = ab + a(c+1),$$

where the first and last equalities use the definition of multiplication, the middle equality uses the inductive hypothesis, and the remaining steps use associativity of addition. The induction is complete. $\square$

Exponentiation is defined by $a^0 = 1$ and $a^{n+1} = a^n \cdot a$, and the familiar laws $a^{m+n} = a^m a^n$ and $(ab)^n = a^n b^n$ follow by induction in the same manner. We will not belabor them here, since they are routine once the multiplication rule is in hand.

the Marine Corps. These requirements are, in themselves, not exactly problems in career planning as such, but are important in so far as the prospective candidate for a commission is concerned. They are problems from the Marine Corps' point of view in that they limit to some degree the selection area that might otherwise be utilized for recruitment of officers.

The present general requirements for entry as a commissioned officer are:[6] the prospective candidate must be twenty or more years old, a citizen of the United States, and mentally, morally, physically and professionally qualified. In so far as physical qualifications are concerned, it is sufficient to say that the prospective officer must be in excellent physical condition and must not fall below certain minimum standards of weight and height. The detailed physical requirements are covered in Part II, Manual of the Medical Department, U. S. Navy. Other more specific requirements for entry are covered more fully below under succeeding sections on sources of procurement and selection of candidates.

The number of officers commissioned each year in the Marine Corps is prescribed by the Commandant of the Marine Corps. This number is based on the needs of the Marine Corps but it cannot exceed certain limitations imposed by law.[7] Various factors influence the number that can be commissioned in any given year. Chief among these are:

(a) the budget, (b) personnel ceilings, (c) previous year's attrition, (d) estimated attrition for the next year, and (e) the policy of keeping a reasonably constant input in order that promotion flow in later years will not be erratic due to variations in the size of various classes.[8] The budget is, of course, the controlling factor, for without sufficient funds, officer procurement must be curtailed or other activities curtailed in order that the over-all budget ceiling can be met.

Once the quota of officers to be newly commissioned is determined, this is broken into two categories: (a) "unrestricted" officers and (b) "restricted" officers. The unrestricted officers are general duty second lieutenants who will attend the Marine Corps Basic School at Quantico, Virginia, and become regular line officers. The restricted officers are those appointed under the Limited Duty Program who will be assigned to future jobs in accordance with their particular specialty. The present long range officer plan[9] calls for a total of 7,000 officers and warrant officers in the following categories:

Unrestricted	5,660
Limited duty	375
Supply duty only	150
Women officers	65
Warrant officers	750

Table I shows graphically the source and estimated future officer input required in order to maintain the present authorized officer strength of the Marine Corps.

Cumulative total	6,890
Total duty	190
Double duty only	130
Heavy utility	80
Medium utility	190

Table 2 shows quantitatively the extent and relevance of the [illegible] to the [illegible].

[illegible] utility [illegible] to [illegible] the personnel [illegible] to [illegible] [illegible] [illegible]

TABLE I [10]

ESTIMATED PROCUREMENT OF U. S. MARINE CORPS OFFICERS

BY SOURCE--CALENDAR YEARS 1950 TO 1957

SOURCE	1950	51	52	53	54	55	56	57
U. S. Naval Academy	48	55	55	55	55	55	55	55
N R O T C	150	290	280	280	280	280	280	280
Enlisted Ranks U.S.M.C	30	25	25	25	25	25	25	25
Platoon Leaders Class	50	30	55	70	85	100	115	130
Civilian College Graduates	44	0	0	0	0	0	0	0
Totals	322	400	415	430	445	445	475	490

Notes: Excludes women officers.
Excludes limited duty officers, estimate 25 of these appointments each year from enlisted ranks and warrant officer grade.

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III. SOURCES OF PROCUREMENT

The Naval service, over the years, has developed certain sources from which the majority of its officers are obtained. These sources, in so far as they apply to the Marine Corps, include:[11]

1. U. S. Naval Academy, Annapolis, Maryland
2. Naval Reserve Officers Training Corps, now located at fifty-two colleges throughout the United States.
3. Platoon Leaders Class. A special pre-officer training class at Quantico, Virginia.
4. Naval Aviation College Program.
5. Naval Aviation Cadet Program.
6. Appointment of enlisted men of the regular Marine Corps as officers.
7. Civilian college graduates.
8. Former officers of the regular Marine Corps.
9. Meritorious non-commissioned officers of the regular Marine Corps.
10. Warrant and commissioned warrant officers.

From this it can be seen that sources are well developed. It remains for the Marine Corps, in conjunction with the Navy, to assure itself that the best possible prospective officer candidates are flowing into and from these programs. This is, in part, a public relations problem of considerable

magnitude and involves continuing efforts by the Marine Corps to attract good officer material. But the second problem, selecting out of those attracted the ones who have the greatest probability of success, is the more complicated of the two.

IV. SELECTION OF THE CANDIDATES

Graduates of the Naval Academy are appointed to commissions in the Marine Corps each year, based on quotas established by the Secretary of the Navy. This quota is filled by the appointment, upon graduation, of members of the class whose applications for commission in the Marine Corps are submitted to and approved by the Superintendent of the Naval Academy. Final selection of applicants is made with the approval of the Secretary of the Navy. Candidates so selected do not have to go through an additional screening process, but enter directly into the Marine Corps Basic School, Quantico, Virginia, for a nine months basic training course prior to initial assignment to duty.

Graduates from the Naval Reserve Officers Training Corps located at fifty-two colleges throughout the United States may be commissioned in the regular or reserve components of the Marine Corps up to sixteen and two-thirds per cent of the total number of graduates in each year.[12] Candidates commissioned from this source get no further screening and take the nine month basic training course at the Marine Corps Basic School, Quantico, Virginia in the same

manner as do U. S. Naval Academy graduates.

These two sources are greatly different from those from which industry and civilian government agencies normally select personnel. The Naval Academy, and the Naval Reserve Officers Training Corps, are specifically designed for the training of officer candidates either for regular or reserve commissions. These two sources, at the present time, are the principal sources of officer candidates. The Naval Academy has recently been furnishing approximately fifteen per cent of the officers commissioned each year in the Marine Corps and the Reserve Officer Training Corps is furnishing approximately forty-eight per cent.

These two sources, the U. S. Naval Academy and the Reserve Officers Training Corps are, in effect, subsidized sources of officer procurement. Successful candidates to the Naval Academy are classed as midshipmen and receive four years of college level training, their subsistence and quarters, and are, in addition, paid at a rate established by law. Successful candidates to the Reserve Officers Training Corps, if classified as "regular" appointees, are known as midshipmen and receive their tuition, books, laboratory fees and, in addition, receive fifty dollars per month during their academic career.

There are four general sources or routes for entry into the Naval Academy:

1. Congressional appointment.

2. Presidential appointment.
3. Fleet appointments, regular Navy and Marine Corps.
4. Fleet appointments, Naval and Marine Corps Reserve.

There are two general sources for entry into the Naval Reserve Officers Training Corps:[13]

1. Qualified civilian applicants.
2. Enlisted personnel on active duty with the Navy or Marine Corps.

The general qualifications for entry into the U. S. Naval Academy and the Naval Reserve Officer Training Corps are:[14]

1. The candidate must be an unmarried male citizen of the United States and agree to remain unmarried until commissioned or disenrolled.

2. Have attained the seventeenth anniversary of his birth on or before July 1st of the year of enrollment and be of such age that he will not have passed the twenty-fifth anniversary of his birth on July 1st of the year he will be commissioned.

3. Be morally qualified and possess officer-like qualifications and character as evidenced by appearance, scholarship, extra-curricular activities and record in home community.

4. Be at least a high school graduate or person of equivalent educational level if selected competitively.

5. Be physically qualified.

Candidates who enter the U. S. Naval Academy as a result of Presidential or Congressional appointments must take and pass the U. S. Naval Academy entrance examination. Candidates entering the U. S. Naval Academy as "fleet

5. Create monitor procedures.
6. Place appropriate, regular duty and observation checks.
7. Place appropriate, local and world duty checks.

There are two general concepts for duty checks in a

Duration Dependent Testing Concept

1. Quantitative criteria.
2. Multiple occurrences or checks only.
   with the help of graphic charts.

The general qualifications for duties into the 2. c.

Based reasons for the moral decency criteria Testing Concept

are:

1. The monitoring unit is an accepted set of
   duties of the testing theory and degree of
   events considered unity independent or
   dependent.

2. Give objective the communication monitoring
   of the event as it is to be done
   Event or monitoring and to a time dep-
   ends on all one unit control the Monit-
   ring objectives of its basic on duty
   or the case to all to consideration.

3. We monthly qualified or screen criteria
   time qualifications and conducted as ad-
   duced by occurrence, continuously, review
   conformity.

4. It is local a duty moral procedure or
   of interface accepted directly.

5. It objectivity qualified.

Procedures and notice the 2. 1. moral testing as a re-

sult of investigation in Comprehensive monitoring event time

or case for 2. 2. Event testing reduction consideration. The

appointments" must initially have been recommended by their respective commanding officers, take competitive examinations among themselves, undergo a period of instruction of approximately seven months at the Naval School, Academy and College Preparatory, Bainbridge, Maryland, and pass the U. S. Naval Academy entrance examination. The Secretary of the Navy is authorized by law to make one hundred and sixty "fleet appointments" to the Naval Academy each year.

Candidates entering the Naval Reserve Officers Training Corps from civilian life must take the Navy College Aptitude Test. Those who attain qualifying scores are given physical examinations and interviews at designated offices of Naval Officer Procurement. Each candidate found physically qualified is then subject to final selection by state and territorial selection committees. These committees each consist of three members, a prominent educator, a prominent civilian (both from the state or territory) and a senior Naval officer. Each year each state and territory is assigned its proportionate share of the total number of Naval Reserve Officer Candidate vacancies. These quotas are based upon the percentage of male high school graduates from each state or territory in relation to the country at large. At the present time about 1800 civilians will be selected for entry in the fall of 1950.[15]

Candidates entering the Naval Reserve Officers Training Corps from enlisted status in the Navy or Marine Corps take

competitive examinations among themselves for appointment to the program. Candidates, in addition to having the general qualifications indicated earlier, must also be recommended by their respective commanding officers. The current program provides for 800 enlisted men on active duty in the Navy and Marine Corps to be selected for enrollment in the program in the fall of 1950.[16]

The majority of the aviators in the Marine Corps are procured through the Naval Aviation College Program established under the provisions of Public Law 729, Seventy-ninth Congress, or from the Naval Aviation Cadet Program under the provisions of the Naval Aviation Cadet Act of 1942. The detailed requirements for entry from these sources will not be covered. The general requirements for commissioning are the same as covered earlier for officers commissioned in other than aviation. The selection procedures for entry into these two programs is on a competitive basis and similar to the provisions for entry into the Naval Reserve Officers Training Corps.

The above four sources, -- the U. S. Naval Academy, the Naval Reserve Officer Training Corps and the two Aviation Programs, -- are the principal sources of officer procurement for the regular Marine Corps. The remainder of the sources cited earlier are available, and outstanding candidates who are in all other respects qualified may be commissioned. The general requirements for entry, except for age variations of enlisted men and warrant officers, are

approximately the same. Consequently these sources will not be covered in detail.

The screening process for entry in the U. S. Naval Academy and the Naval Reserve Officers Training Corps is, as pointed out earlier, a highly competitive process and this careful scrutiny continues throughout the candidate's career whether it be in a civilian college or at the Naval Academy. Candidates who are nominated for commissions from sources which the Marine Corps considers offer insufficient screening are screened by the following methods:

1. The officer procurement interview.
2. The character reference booklet.
3. The educational booklet.
4. Screening by nominating commanding officer.
5. The officer candidate screening course.

These various devices will not be discussed here; it is sufficient to say that they are well developed means of assuring that candidates are qualified in all respects prior to receiving regular commissions in the U. S. Marine Corps.

V. SUMMARY

From the well established sources of entry into the commissioned ranks of the Marine Corps and the rigorous screening and competitiveness of the process it is evident that the selection process provides a sound basis for career planning, in so far as the Marine Corps is concerned. It is a continuing process involving keeping the sources alive, attracting suitable candidates and developing means of

evaluation which will pick out of those candidates attracted those who appear to have the best chance of success.

The services are, of course, in open competition with business, the professions, industry and the public service for capable young men. This has its implications in all aspects of a career in the armed forces. These include not only pay, retirement benefits, attainment of high rank, but other more intangible factors which an individual may consider important in choosing a career. The factors of pay, promotion and retirement are controlled and regulated by law, and the armed services, including the Marine Corps, are limited as to the method by which they may be solved. It requires continuous evaluation and planning with emphasis on good public relations, a determined effort to make a career in the Marine Corps attractive, the improvement of sources of officer candidates, and an equitable process of competition for entry.

CHAPTER IV

THE FACTOR OF CLASSIFICATION

Position or job classification received little if any attention by the Marine Corps in the pre-World War II period. This was for a variety of reasons, chief amongst them being the relatively small size of the Marine Corps at that time and the limited nature of the individual jobs. During World War II a rapid expansion of the Marine Corps took place, and this, together with new technical developments, forced the Marine Corps to adopt some system of classification. A modified version of the Army's system was finally adopted, but the Marine Corps was never completely satisfied. A discussion of the wartime classification system will not be undertaken since the Marine Corps has recently adopted a new classification system which was the result of work originally undertaken in the summer of 1947.[1]

This chapter will not attempt to deal with classification in all its many aspects, but will attempt to bring out the importance of classification to officer career planning, discuss its purposes and uses, and describe the Marine Corps' present officer classification system, its development, and the policies and procedures related thereto.

The Future of Transportation

I. THE IMPORTANCE AND MAJOR ASPECTS OF CLASSIFICATION IN PERSONNEL MANAGEMENT

L. D. White contends that "present-day personnel management rests on two major foundations, tests of fitness and position classification."[2] Willoughby has this to say about classification:[3]

> Among the technical requirements of a satisfactory personnel system, none exceeds in importance that of effecting a systematic classification and standardization of all . . . positions covered by the system. Such a classification and standardization of public employment constitutes indeed the starting point or the basis upon which the whole personnel structure must rest.

In so far as the Marine Corps is concerned, the problem of classification has two major aspects. First, personnel classification, which deals with the qualifications of individuals. It is the process of collecting, recording, and continuously evaluating information concerning the military qualifications of its personnel and identifying such qualifications in a standardized manner. This involves interviewing, testing, preparing and maintaining qualifications records, and classifying military qualifications. Second, there is job classification. This aspect of classification deals with the duties and requirements of jobs. It involves analyzing and recording all information required for accurate identification of Marine Corps jobs and identifying such jobs in a standardized manner.[4]

These two procedures produce many of the data required for the solution of the problems in career planning.

Some of the important uses of personnel classification in the Marine Corps are:

1. For the selection and distribution of personnel for special training and specific jobs on the basis of education, skills, aptitude, physical capabilities, preferences and the needs of the Marine Corps.

2. For use in construction of tables of organization which accurately reflect skills required to accomplish specific missions.

3. As an efficient means of accounting for personnel in terms of qualifications.

4. As a basis of well defined requirements for an equitable promotion system.

Classification, then, is important and needed for officer career planning in the Marine Corps in order to make effective officer assignment, training and promotion possible.

II. OFFICER CLASSIFICATION IN THE MARINE CORPS

Officer classification in the Marine Corps is according to several different categories. These categories, together with their definition, are indicated below:[5]

1. Categories based on type of appointment.

   a. Commissioned officer -- an officer who has been appointed by a commission to the grade of commissioned warrant officer or higher.

   b. Warrant officer -- an officer who has been appointed by a warrant to the grade of warrant officer.

   c. Temporary officer -- a temporarily commissioned officer whose permanent rank is warrant officer or any enlisted grade; or a warrant officer whose permanent rank is an enlisted grade.

2. Categories based upon rank.

   a. General officer
   b. Colonel
   c. Lieutenant Colonel
   d. Major
   e. Captain
   f. First Lieutenant
   g. Second Lieutenant

3. Categories based on performance of duty.

   a. Unrestricted officer -- a commissioned officer who has not been designated for supply duty only or limited duty.

   b. Restricted officer -- a commissioned officer who has been designated for supply duty or limited duty.

   c. Flying officers -- officers assigned to duty involving flying as naval aviators or student naval aviators.

   d. Nonflying officers -- officers assigned to duty involving flying who are not Naval aviators, but whose duties involve considerable flying (spotters, observers, etc.).

4. Categories based on qualifications.

   There are forty-five occupational fields within the officer grades of the Marine Corps based on qualifications. These are shown in Appendix A. Each occupational field is further divided into Military Occupational Specialties (MOS's). There are 230 officer MOS's, these are shown as Appendix B.

An occupational field is a group of Military Occupational Specialties which are functionally related, and which normally require similar basic knowledge and skills. The occupational field is similar to the class category used in most public personnel classification systems.

5. Determine Sense Amplifier.

   a. Control Circuits
   b. Voltage
   c. Current
   d. Differences Induced
   e. Delay
   f. Power
   g. Write Circuitry
   h. Sense Circuitry

6. Determine Sense to Performance of Unit.

   a. Unrestricted Effect -- a Quantitative Effect can be Set Into Relationship for Comparison.

   b. Restricted Effect -- a Qualitative Effect can not be Set Into Relationship for Comparison.

7. Determine Effect of Sense Circuitry on Unit Performance.

   a. Limiting Effect -- Effects Existence of Some Circuitry Limits or Cancel Existence of Other Circuitry.

   b. Qualitative Effect -- Effects Existence of Some Circuitry, but Does Not Affect Existence of Other Circuitry.

8. Determine Sense to Application.

   a. Unrestricted Effect -- a Quantitative Effect Can Be Set Into Relationship for Comparison.

   b. Restricted Effect -- a Qualitative Effect Can Not Be Set Into Relationship for Comparison.

9. Determine Sense to Specification.

   a. Control Circuits
   b. Voltage
   c. Current
   d. Differences Induced
   e. Delay
   f. Power
   g. Write Circuitry
   h. Sense Circuitry

10. Determine Sense to Modification.

    Under the Under-the-Specification Limits Where Sense Can Affect Unit's Performance. Under Performance Characteristics (Sense). Under Which Sense Can Affect Unit's Performance. Under Sense to Modification. Under Which Sense Can Affect Unit's Performance.

    An Unrestricted Limit is a Point at Which Sense-Performance Quantitative Effect is Equal to Zero. Under Sense Specification Limits Are Quantitatively Related, One Sense Element Provides Greater Sensitivity and Ability. The Unrestricted Limit is Where the Sense Subgroup Need to Meet Implied Specification Limits.

The Military Occupational Specialty (MOS) is, in effect, a Marine Corps job, -- a job being the smallest unit in personnel administration. It is a collection of duties and responsibilities which can be performed by a single individual.

In order to resolve difficulties and further to facilitate the assignment of officers to appropriate billets, officer Military Occupational Specialties are further grouped into six categories.[6]

Category I -- includes MOS's that involve tactical troop command responsibilities as a major element. MOS's in this category are appropriate for assignment as primary MOS's to the regular unrestricted officer.

Category II -- includes MOS's which are, in general, of a broad technical or administrative nature and for which billets exist at the commissioned officer level. Such MOS's are suitable for assignment as primary MOS to the regular limited duty officers.

Category III -- includes MOS's of a technical or administrative nature for which billets exist at the warrant officer level. Such MOS's are suitable for assignment as primary MOS to the regular warrant officers.

Category IV -- includes MOS's which involve a moderate to high level of specialization in supply work and for which billets exist in the rank of captain or above. Such MOS's are suitable for assignment as primary MOS to the regular

supply-duty-only officers.

Category V -- includes MOS's which are suitable for assignment as primary MOS to regular women officers. Such MOS's are used to identify billets in which women can be used effectively.

Category VI -- includes MOS's which are considered not suitable for assignment as primary MOS for any regular officer. (See Appendix B)

These various categories, together with the Military Occupational Specialists within each, are shown as Appendix B.

III. DEVELOPMENT OF THE MARINE CORPS' PRESENT CLASSIFICATION SYSTEM[7]

The Marine Corps has always had a system of classification based on type of appointment, rank and grade and, to some extent, one based on performance of duty. This later classification has been established by law and systematized since World War II, however. The additional classification based on qualifications, that is now in use in the Marine Corps, is a recent development and was the result of an extensive study undertaken by the Personnel Research Section, Headquarters U. S. Marine Corps, in 1947. It is the development of this classification system that will be discussed in this section.

In the summer of 1947 a study of job analysis methods was made by the officer-in-charge of the job structure

portion of the classification program. This study involved an analysis of the procedure and methods used in industry, the public service, and other branches of the armed forces. The result of this study was the development of a Job Analysis Manual and the necessary forms to be used later in the project for reporting information on jobs studied. Upon the completion of this phase, which required about three months, the project officer visited seven major Marine Corps installations and at each place conducted an intensive two-weeks course in job analysis methods. This course was given to selected local officers and enlisted men. Those who completed this course were considered trained analysts, approximately one hundred in number, who then proceeded with the analysis of designated jobs at their respective posts and stations. The assignment of jobs to be studied by the various commands was so planned that a representative sample was obtained for each job. For example, if a job existed in combat units, supply units and at separate posts and stations, it was, whenever possible, analyzed in each type of unit. For each job studied, the analysts reported the detailed data obtained on a standardized form called a "Job Analysis Schedule." In addition to those jobs which were studied by trained analysts, a few were surveyed by the questionnaire method. In addition to an analysis of existing jobs, information was obtained for analyzing certain new jobs that may result from new technical developments.

This was accomplished by consulting with persons familiar with the development of new equipment and the plans for its employment.

Upon the completion of this phase of the project, the Personnel Research Section, together with certain persons specifically ordered to Headquarters, U. S. Marine Corps for the project, began an analysis of the data which had been gathered. The purpose of this analysis was to group the jobs into homogeneous fields, which were functionally related to each other, and to work up uniform job descriptions. No single criterion was used in making the grouping but the following were considered:

1. Job analysis schedules
2. Old functional fields
3. The new Army career fields
4. The Navy job structure
5. Comments on the old job structure that had been received over the years from field units.
6. Recommendations made by specialists from the various fields of work.

As the project progressed, jobs were described and grouped into Occupational Fields. As the specifications for various Occupational Fields were completed they were forwarded to selected Marine Corps field organizations and appropriate Headquarters (Marine Corps) agencies for comment. Based on these comments, job descriptions and Occupational Fields were re-studied and necessary changes were made. A

draft of a complete Military Occupational Specialties Manual showing all Occupational Fields together with the Military Occupational Specialties and their description was then written. This draft was forwarded to various field organizations and activities at Headquarters, U. S. Marine Corps for comment. On the receipt of comments relative to the Manual an informal board consisting of three officers, a civilian personnel expert, and six staff non-commissioned officers reviewed the entire Manual together with comments relative thereto. A final draft was then prepared. This draft was approved by the Commandant of the Marine Corps in May 1949.

Concurrently with the job analysis program, the Marine Corps undertook to set up new classification procedures and to reclassify all personnel in the Marine Corps. As the job analysis program progressed to the point where job descriptions and occupational fields became firm and the system of job code symbols finally was decided on, reclassification began. Each officer and enlisted man was reclassified in accordance with the new system. Each officer was required to fill out a comprehensive questionnaire which included information on previous duty assignments, educational qualifications and any other pertinent data which would assist in determining qualifications for a particular Military Occupational Specialty. On receipt of these questionnaires at Headquarters, U. S. Marine Corps, they were carefully

reviewed and each officer, up to and including the rank of lieutenant colonel, was assigned a primary Military Occupational Specialty and a secondary one if he was qualified for it.

IV. MARINE CORPS POLICY REGARDING OFFICER CLASSIFICATION

The Marine Corps requires that each officer, up to and including the rank of lieutenant colonel, be classified in accordance with his qualification. A qualification record is prepared and maintained on each officer so classified.[8]

An individual without prior service when appointed to officer rank is classified at the first organization to which he reports for duty or training. Personnel with prior service are reclassified upon reentry into the service.

Each officer classified is assigned a primary Military Occupation Specialty in accordance with his qualifications and category, i.e. unrestricted, restricted, warrant officer or female. In assigning these classifications consideration is given to the needs of the Marine Corps as a whole, the duty assignment policy for officer personnel, and the duty preference of the officer concerned. In addition to the primary MOS, an officer may be assigned as many as two additional MOS's to identify other qualifications. Limitation of additional MOS's to two in number was based on the idea that an individual will not normally be qualified for more than two MOS's in addition to his primary MOS.[9]

The Marine Corps considers that classification and reclassification of personnel is a continuous process. Headquarters Marine Corps establishes the policies and procedures relative to testing, interviewing and recording qualification data and has final authority in the assignment and changing of officer MOS's. However, the present Commandant believes that for the system to work it must be given attention by all commanding officers.

V. SUMMARY

From the foregoing explanation it is evident that the Marine Corps considers the subject of classification of jobs as well as personnel important to its personnel program. The system is well developed and, while officers have long been classified in accordance with type of appointment, rank and grade, and duty performed, classification in terms of qualifications is a new development. The development of this particular phase of the classification was described, and it seems evident that the Marine Corps conducted the study in a careful and comprehensive manner and in accordance with the generally accepted practices of good job analysis and classification procedures.

The classification of officers in accordance with rank provides a definite promotion hierarchy which is, of course, an important factor in careers and career planning. The classification of officers in terms of types of appointment and duties performed facilitates the selection process and,

at the same time, simplifies overall assignment of officer personnel to various activities of the Marine Corps. The classification in accordance with qualifications facilitates assignments and training; and, should mobilization become necessary, vastly simplifies expansion from a peacetime cadre to a full scale wartime Marine Corps. The next chapter deals primarily with assignment, with which various aspects of the factor of classification are closely allied.

CHAPTER V

THE PROBLEM OF IN-SERVICE TRAINING AND ROTATION OF DUTY

There was a time in the Marine Corps when officers were rotated among jobs, courses of instruction, formal schools and the like on the basis of vacancies and persons available at the moment, with little thought to the future effect of any particular assignment. Since that time, (and it was not in the too distant past) the Marine Corps has overhauled its personnel system, streamlined its procedures and systematized its policies, and is now making every effort to assign its personnel with an eye to its future. This is essentially a process of managing the careers of its officers to the extent practicable, consistent with the needs of the Marine Corps, and with due consideration of the preferences of the officers concerned. The objective is to develop and train these officers through intelligently planned rotation of assignments so that each officer will be highly competent and qualified for advancement to positions of increasing responsibility.

In-service training and rotation of duty, are central to career planning and, if the Marine Corps is to develop its officers, considerable thought and time must be spent in devising suitable programs. Holden, et. al., have this to say:[1]

CHAPTER 4

THE PROCESS OF INFORMATION PROCESSING [sic]

SECTION 4.1 DATA

Data can't be taken in the broadest sense without
regard somehow to [sic] context or background. Indeed
anything and [sic] everything is data, but it is useful
to [sic] make distinctions between [sic] different
types of data. Data can be classified in various ways
depending on the purpose, with little thought to the inverse
applicability of the scheme. With little thought to the inverse
applicability of the scheme, we can classify data as follows:
it was not in the digital (and) the analog. Then there
are discrete bits (measured units), quantitative (as opposed
to qualitative) information. Finally, we [sic] can divide
data into [sic] primary (first-hand) and secondary
(processed) bits (measured units), quantitative (as opposed
to qualitative) information. Finally, we [sic] can divide
data into

> Just as it is important to design the plan of organization to facilitate and meet the needs of management, so it is essential to develop personnel who can come as close as practicable to meeting the requirements of the positions which constitute that organization, and so assure its full effectiveness. . . .
>
> It is recognized that the personal element necessarily plays a large part in selecting men for key positions, and the ideal specifications as to individual qualifications, background, and experience are more often only approached than completely met. However, experience clearly shows that a great deal can be done toward developing men who can adequately meet essential job requirements through having a clear idea of what those requirements are and then using them as a guide in the various phases of personnel management.

As to the solution of these problems, Holden, et. al.[2] found, in the thirty industries which they examined, that the most effective plans had many or all of the following features:

1. Careful selection of candidates for training.
2. Comprehensive training to meet job requirements.
3. Gradual systematic development through progressive assignment to selected positions of increasing responsibility.
4. Thorough periodic rating of individual performance and capabilities as related to job requirements.
5. Effective control over appointments to responsible positions.
6. Disposition of those proving inadequate in key positions.
7. Definite assignment of responsibility for developing, guiding and coordinating the entire program.

Such a program would furnish a reasonable and practicable means of developing personnel which is, in effect,

career planning. The Marine Corps' long range objective is, of course, assuring the development of highly competent officers to serve effectively in the event of a future war or national emergency.[3] Its problem is somewhat different than those encountered in industry and business in that, in so far as officers are concerned, they are taken in as officers and not specifically for assignment to a particular job or position. The problem is further complicated by the fact that the Marine Corps is faced with the problem of developing not just a few outstanding individuals, but it must attempt to manage the careers of all its officers to provide all of them with a suitable opportunity for development.

This phase of career planning involves not only the wishes and desires of the individual officer but also the requirements of the Marine Corps. The Navy contends that "the primary responsibility for his own successful career rests upon the individual officer",[4] and expects that there will inevitably be conflict between what is considered a successful personal life and a successful naval career. Good morale as well as good management depends on minimizing such conflicts.

This chapter, then, deals with those aspects of career planning which relate to in-service training and rotation of duty. It is proposed that certain policies and procedures that the Marine Corps utilizes in developing its officers for positions of increasing responsibility be examined.

I. TYPES OF ASSIGNMENTS AND CAREER PATTERNS FOR OFFICERS

Since World War II the Marine Corps has completely revamped its personnel procedures in order to assure more effective personnel management. The program, insofar as assignments of officers is concerned, is oriented toward elimination of repeated assignments to the same type of duty, unless specialization is indicated by a single MOS. This program will provide greater opportunity for officers to gain broad command and staff experience, and result in all officers having equal opportunity for selection and preferential assignment on the basis of demonstrated proficiency.[5]

The responsibility for successive assignments of qualified officers to commands rests primarily with the Commandant of the Marine Corps. These assignments are based on case histories of officers and the overall distribution situation, they are normally made to those commands immediately subordinate to Headquarters, U. S. Marine Corps. The normal tour of duty for an officer at any one location is not more than three years, and where practicable, not less than two years. In sea and foreign duty, where two years is considered a "tour of duty". Officers are assigned tours of sea and foreign duty based upon dates of last return from sea or foreign service.[6]

The general types of assignment to which officers in the Marine Corps may be ordered are:[7]

1. Command -- duty as the commanding officer or executive officer of an administrative, tactical service, security or training organization, or duty in an aviation squadron.

2. Staff -- duty as a member of a general, special, or executive staff in any headquarters above the company and squadron level.

3. Student -- duty as a student at a service or civilian school, domestic or foreign.

4. Instructor -- duty on the staff or as an instructor at a service school, domestic or foreign, to include the Naval Reserve Officers Training Program, the Platoon Leaders Training Program, and the Naval Air Training Program.

5. Reserve -- duty with the Division of Reserve, Headquarters, U. S. Marine Corps, Reserve District Headquarters, and the Organized Marine Corps Reserve.

6. Technical and Administrative -- all duties not properly classified under the preceding categories.

As a guide in the process of the career management of its officers, the Marine Corps has developed a career pattern for the successive assignment of unrestricted officers. This pattern is shown in Figure 1. The plan provides that each new unrestricted officer, on entering the Marine Corps, spend nine months at the Marine Corps Basic School, Quantico, Virginia. This is a basic officers' training course in general military subjects and leadership practices and techniques in order to prepare the new officer for his first duty assignment. On the successful completion of this course each officer is classified as a Basic Infantry Officer (MOS 0301). If at this time he is not a qualified

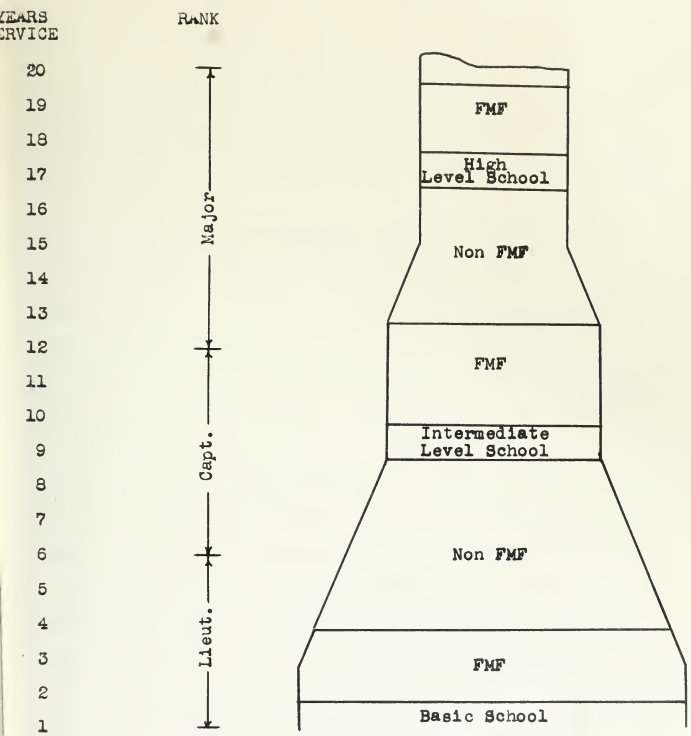

FIGURE 1[9]

OFFICER CAREER ASSIGNMENT PATTERN
U. S. MARINE CORPS

pilot or assigned to sea duty he must be assigned to an organized infantry unit of the Fleet Marine Force or the Schools Battalion, Marine Corps Schools, Quantico, Virginia, for a period of at least one year. Upon the completion of this assignment he may be assigned to fill vacancies in billets other than infantry (artillery, engineers, tank, amphibious tractor, communications) for the remainder of his three year tour.[8]

Upon the completion of this initial three year duty assignment, the plan calls for an officer to go through a period of five years of so called non-Fleet Marine Force duty. This may involve any one of the various types of duty indicated earlier at continental or foreign stations, Headquarters, Marine Corps or other places wherein Marine Corps activities may be located. Upon the completion of this phase of the officer's career he is then scheduled for an intermediate level school. This may be at any one of a number of different schools, depending to a certain degree on the individual officer's preferences. The various schools available to officers are shown in Appendix C. On the completion of a tour of instruction at the intermediate level the plan calls for another tour of three years in the Fleet Marine Force. During this tour the officer is assigned to specific duties in accordance with his qualifications, but the Marine Corps is desirous that unrestricted officers be moved around to fill various billets in order to broaden

their experience and training. This rotation is a responsibility of the local commander of the unit to which the officer is assigned.[10]

At the completion of this phase of the officer's career he goes through another period of non-Fleet Marine Force duty, on the completion of which he is eligible for assignment to a high level school. These high level schools are shown in Appendix C. The assignments to these schools are, as in the case of the intermediate level school, dependent to a certain degree on the individual officer's preferences. After completion of this high level schooling another tour in the Fleet Marine Force is called for. During this tour the officer is either a senior major or a lieutenant colonel and may perform command or staff duty or special assignments in accordance with his qualifications.

The pattern described in the preceding paragraphs, and shown graphically in Figure 1, takes the officer through twenty years service. Beyond this no particular pattern of assignments is visualized. This general pattern is not a fixed one through which all officers will progress, but is one that has been established by the Marine Corps to serve as a guide for commands responsible for effecting assignments.

This pattern has been developed primarily for guiding the career of the newly commissioned unrestricted officer, but the Marine Corps also is using it as a guide in making

assignments for all officers with less than twenty years service. An example of what the Marine Corps considers a proper assignment is shown in Figure 8.

These, then, are the patterns of procedure which the Marine Corps is utilizing in managing an officer's career. The purpose is to provide a fair and equitable chance for each officer to develop in accordance with his qualifications and demonstrated ability in order to provide a group of highly trained and effective officers in the event of war or national emergency.

II. IMPLEMENTATION OF THE CAREER ASSIGNMENT PLANS FOR OFFICERS

In the Marine Corps, the Director of Personnel, Marine Corps, under the direction of the Commandant of the Marine Corps, formulates and executes plans, policies, and procedures for, and coordinates the operation of the Marine Corps Personnel System. Within the Personnel Department at Headquarters, Marine Corps, the Detail Branch administers assignment, classification, leave, travel (except reimbursement), fitness reports and subsistence and quarters for all officers and enlisted personnel of the Marine Corps. There is no career management branch as such.

The Officer Coordinator (an activity of the Detail Branch) is the officer in Headquarters, U. S. Marine Corps who is actually in charge of overall officer assignment and

a. Officer X:

Lieutenant:

Student, Basic School . . . . . 1 year

Sea duty officer . . . . . 2 years

Infantry platoon leader . . . . . .1 year

Military police platoon leader . . . . . 1 year

Student, Air Transportability Course . . . 3 weeks

Captain:

Instructor, Amphibious Warfare School . . 3 years

Infantry company commander . . . . . 1 year

Assistant battalion operations officer . . 6 months

Battalion adjutant . . . . . 6 months

Barracks adjutant . . . . . 1 year

Barracks officer . . . . . 1 year

Major:

G-1 Section, HQMC . . . . . 3 years

Student, Senior course Amphibious Warfare Course . . . . . 1 year

Battalion executive officer, Service Command . . . . . 1 year

Assistant division G-1 . . . . . 1 year

I-I, Reserve infantry battalion . . . . . 2 years

Etc.

FIGURE 2[11]

EXAMPLE OF PROPER OFFICER ASSIGNMENT

PATTERNS U. S. MARINE CORPS

ἐτέ·

ἐ-ί, ἐφικνέ-ομαι ἐφικνέ-ομαι . . . . . 2 ἔφικνε

ἐφικνέ-ομαι ἐφίκτην ἐ-ί . . . . . 2 ἔφικ-

ἐφικνέ-ομαι . . . . . 2 ἔφικ-

ἐφίκτην κεκοπιακὼς κλίσεσι, ἀναίτιος

ἐφίκτωρ, ορος ὁ, ἡ . . . . . 3 ἔφικτ-

ἐφίκτωρ ἀνδρῶν ἐφικτῆρες

ἐ-ί ἐφείτην, ἐφεῖ . . . . . 2 ἔφειτ-

ἐφοδος:

ἐφόδιον ὁλίζον . . . . . 2 ἐφοδ-

ἐφοδεύ-ω κτήνεσι . . . . . 2 ἐφοδ-

ἐφοδιάζ-ω ὁδοιπόρους . . . . . 6 ἐφοδιάσ-

ἐφεστηκυῖ ἐπιτροπὴν οἰκονομίαν κλίνει . . 8 ἐφεστ-

ἐφέστιος ἑστίᾳ οἰκονομικῇ . . . . . 2 ἐφεστ-

ἐφεστρίς, ἰδος ἡ, ἡ ἐφεστρίδ- ἐφεστρίσι

ἐφέτης:

ἐφέτης, ἐτ- ἐφεταιρ-ἐφετῶν ἐφέται . . 3 ἐφετ-

ἐφέτ-ης ἐφέτου ἐφέτῃ . . . . . 2 ἐφετ-

ἐφέτ-ης ἐφέτου ἐφέτῃ . . . . . 2 ἐφετ-

ἐφ-ηγέ-ομαι . . . . . 2 ἐφηγε-

ἐφηγέ-ομαι, ἀφ-ῆκε ἐφῆκεν . . . . . 3 ἐφηκ-

reassignment for all Marine Corps officers of the rank of lieutenant colonel and below. Officers in the rank of colonel are assigned and reassigned by the chief of the Detail Branch. General officers are assigned by the Commandant of the Marine Corps. The Officer Coordinator has a ground control section, an aviation control section and a supply control section which assist him in administering the assignment and reassignment of officers. This officer is charged with the responsibility for maintaining authorized officer strengths at the various Marine Corps posts, stations and units, and with assuring that Marine Corps school quotas are filled. In carrying out this responsibility, various administrative devices are utilized in order to assure the issuance of timely orders to officers whose tours of duty at a particular activity or school are nearing an end. Various other administrative devices are used in order that the Officer Coordinator may have a quick means of reference to each officer's present duty station, previous duty stations, qualifications and preference for duty. The form that includes this information and is now in use is the "Officer Personal History Card". This form is shown in Figure 3. The information available on this form makes it a valuable instrument in officer career planning.

In general, the transfer of officers in the Marine Corps is effected each year during the summer months. The Officer Coordinator begins work each July on the officer

U. S. MARINE CORPS OFFICER PERSONAL HISTORY CARD

FIGURE 3

DATE	ORGANIZATION	DUTY	LENGTH	

MILITARY SCHOOLING	LENGTH	REMARKS

DEPART U. S.	ARRIVE U. S.	DATE OF BIRTH	LEGAL RESIDENCE

CIVILIAN EDUCATION

PREVIOUS MILITARY EXPERIENCE

COMBAT OPERATIONS	TEMPORARY DUTY

ORGANIZATION	DATE OF RANK	DUTY			DATE
NAME	RANK	FILE No.	MOS	MOS (ADDT'L)	

FIGURE 2

D. E. MOORE AND PALMER LABORATORY MICROSCOPY CENTER

transfers that are to take place during the next succeeding summer. A complete officer billet count and billet audit is undertaken. This is done with the assistance of the machine accounting sections. A complete audit of all officers is undertaken in order to ascertain their location and to establish which ones will be due for transfer the following summer, by reason of completion of a tour of duty. Control dates for officers due for sea or foreign service are established at this time. School eligibility and school preference requests are set up. A check is made of anticipated promotions for the coming year in order that later assignments will be consistent with the rank held at the time by each officer concerned. On completion of this billet and officer audit, "officer slates" for each rank are established. The "slates" for majors and below include only those officers who are due for transfer. The "slates" for lieutenant colonel and colonel include all the officers of these two ranks in the Marine Corps. These "slates" include the officer's name, present duty station, Military Occupational Specialties and other pertinent data which may assist in assigning the officer to new duty. From these "slates", in conjunction with the billet audit, and the Officer Personal History Cards, the next duty station to which each officer is to be transferred is indicated. To the extent practicable, unrestricted officers below the grade of lieutenant colonel are assigned in accordance with the career

pattern described earlier. Restricted officers of these ranks are assigned in accordance with their specialty. Officers in the grades of lieutenant colonel and colonel are assigned, in general, in accordance with their qualifications, or to particular billets for which the chief of the Detail Branch considers a particular officer is required.

The "slates" for majors and below receive final approval by the Officer Coordinator. The "slates" for lieutenant colonels receive final approval by the chief of the Detail Branch. The "slate" for colonels is made up by the chief of the Detail Branch and must be approved by the Director of Personnel and the Commandant of the Marine Corps. The "slate" for general officers is made up by the Commandant of the Marine Corps personally. After completion of, and final approval of the various slates, "advance information" is sent to each officer who is to be transferred, notifying him of the Marine Corps' intentions relative to this transfer. The final approved "slates" for transfers during the summer of 1950 were completed on February 22, 1950. Advance information to all officers was issued in March 1950. Formal orders directing the transfer are issued to each officer, generally about forty-five days prior to his date of detachment from his current duty station.[12]

In an interview with the present Officer Coordinator at Headquarters, Marine Corps this writer was advised that every effort is made by his section to "career manage" each

individual Marine Corps officer. He further stated that very little, if any, management was possible above the rank of major. He felt that the careers of about 85 per cent of the unrestricted officers in the rank of major and below could be managed in accordance with current plans.[13]

It was evident from this interview that the Marine Corps is using a systematic and thorough procedure in planning the rotation of its officers. One might say that there appear to be no difficulties, but this is not exactly the case. As has been brought out earlier, the Marine Corps classification system and its policy of attempting to qualify all unrestricted officers in one of the several Military Occupational Specialties in Category I (see Appendix B) is closely related to the assignment pattern. The policy of assigning newly commissioned officers on completion of the Basic School at Quantico, Virginia, to a required one year infantry tour in the Fleet Marine Force or the Schools Battalion, Quantico, Virginia is causing some difficulty. The Personnel Department at Headquarters, Marine Corps feels that the assignment of newly commissioned officers to a restricted type of duty (infantry) as described above, greatly limits their usefulness to field commands and creates a considerable problem in the overall assignment of the careers of officers of the Marine Corps. This argument is supported by the following:[14]

1. Present classification regulations stipulate that an officer must satisfactorily perform

or assist in performing the duties in the "job" called for in a particular occupational field for a minimum of ninety (90) days before that officer can be considered qualified in that field.

2. Personnel Department records indicate that there are five hundred and sixty (560) lieutenants in the Marine Corps who are presently classified as "basic infantry officers". Students in the present Basic School, due to complete their basic training in June of 1950 will increase the above total to some seven hundred lieutenants. There are presently only one hundred and nineteen billets in Fleet Marine Force units of the Marine Corps in which these officers can become trained as "Infantry Officers".

3. In the ranks of lieutenant colonel and below, (including the above figure) there will be over eleven hundred "Basic Infantry Officers" at the close of this fiscal year (1950).

4. There are presently 1043 officers of the Marine Corps who are considered qualified as infantry officers.

5. There are presently only 222 infantry billets in the Fleet Marine Force units of the Marine Corps for officers in the ranks of lieutenant colonel and below.

It can be readily seen from the above that the infantry field is "flooded" with officer personnel for which the career plan calls for training in infantry billets of the Fleet Marine Force. This situation is graphically illustrated for all unrestricted ranks in Figure 4 and for each separate rank (lieutenant through lieutenant colonel) in Figures 5, 6, 7 and 8. A comparison of the infantry situation with the other specialties, -- artillery, engineers, tank, amphibious tractro (AMTRAC) and communications, is also included. In these comparisons only authorized billets

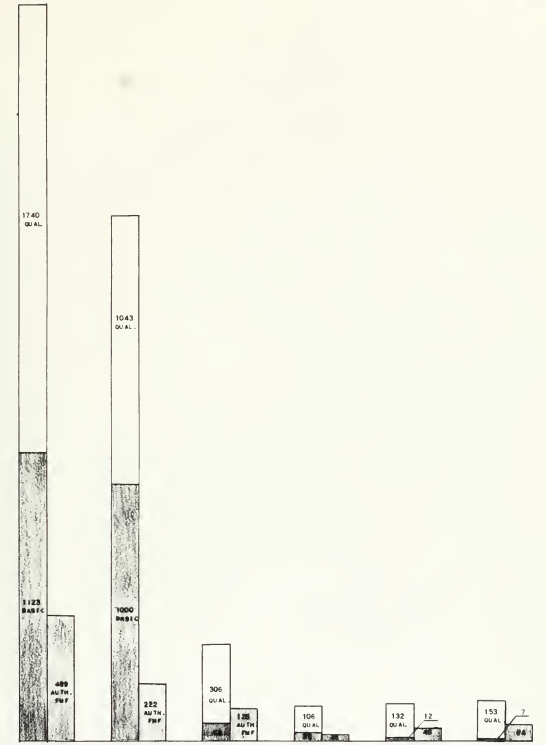

FIGURE 4[16]

DISTRIBUTION OF UNRESTRICTED MARINE CORPS OFFICERS
BY OCCUPATIONAL FIELD
AS OF 1 JAN 1950

ALL UNRESTRICTED RANKS

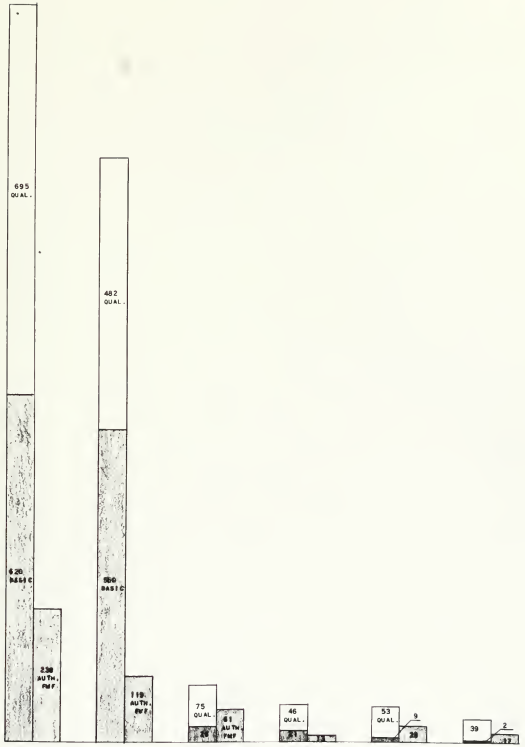

FIGURE 5[17]

DISTRIBUTION OF UNRESTRICTED MARINE CORPS OFFICERS
BY OCCUPATIONAL FIELD
AS OF 1 JAN. 1950

LIEUTENANT RANK

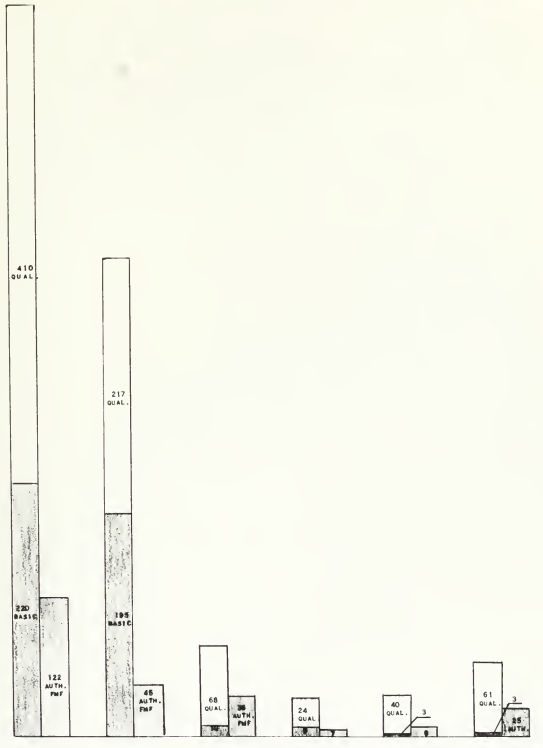

FIGURE 6[18]

DISTRIBUTION OF UNRESTRICTED MARINE CORPS OFFICERS
BY OCCUPATIONAL FIELD
AS OF 1 JAN. 1950

CAPTAIN RANK

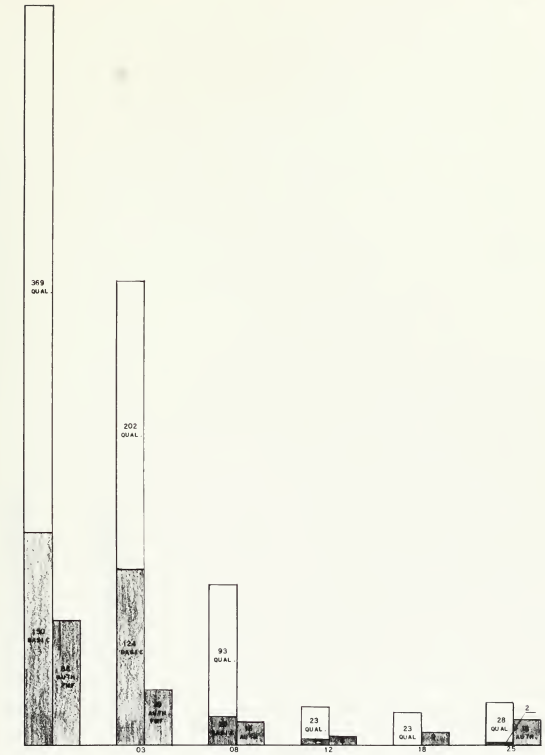

FIGURE 7[19]

DISTRIBUTION OF UNRESTRICTED MARINE CORPS OFFICERS
BY OCCUPATIONAL FIELD
AS OF 1 JAN. 1950

MAJOR RANK

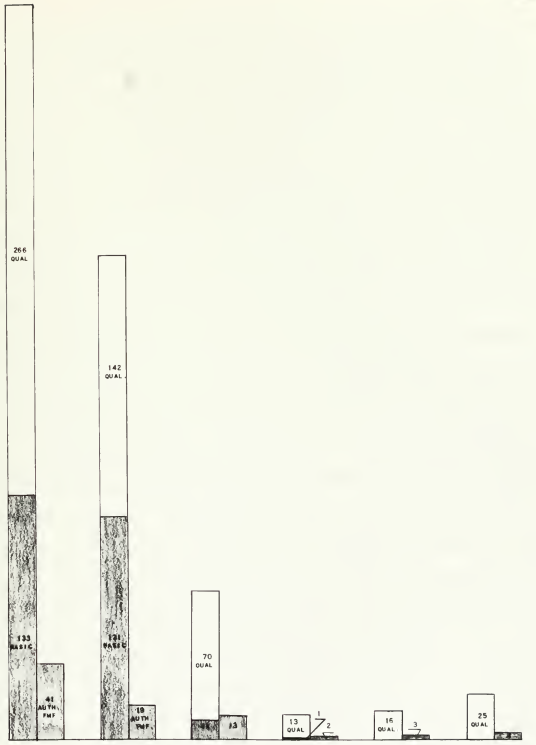

FIGURE 8[20]

DISTRIBUTION OF UNRESTRICTED MARINE CORPS OFFICERS
BY OCCUPATIONAL FIELD
AS OF 1 JAN. 1950

LIEUTENANT COLONEL RANK

in the Fleet Marine Force are shown and not billets authorized for the whole Marine Corps. This figure is used since it was felt by the Personnel Department[15] that only in the Fleet Marine Force can the "Basic Infantry officer" perform those duties required to qualify him as a "qualified infantry officer". The assignment patterns desired and the qualifications required to conform to classification policies thus are difficult of accomplishment in the early stages of the officer's career. It is also evident that considerable difficulty is going to be encountered in qualifying officers at all ranks. This situation in the higher ranks results in a large measure from a situation caused by the last war. Officers, during wartime, were assigned to duty in accordance with their abilities and the exigencies of the service, with little thought of a career pattern. Consequently a large group of captains, majors and lieutenant colonels who came in just prior to or during the war, are specialists to a large degree and now are not qualified to the extent desired by the Marine Corps as "infantry officers" or "infantry commanders". The situation is further complicated by the fact that the Fleet Marine Force of the Marine Corps represents only about 43 per cent of the total strength of the Corps, but is the organization in which qualifications in practically all Military Occupational Specialties must take place. The Personnel Department has recommended that a thorough review be made of the situation. Relative to the policy of requiring newly commissioned officers to serve

in the first instance forces are moved not solely because

one year as infantry officers in the Fleet Marine Force, and the attempt to qualify considerable numbers of officers of higher rank in infantry commands, with a view toward recommending changes to rectify this situation.[21]

The solution to this problem is not an easy one. It appears that what is needed are additional infantry billets in the Fleet Marine Force. This is not a practicable solution in view of the fact that the size of the Fleet Marine Force is more or less fixed in relation to the authorized strength of the Marine Corps as a whole. This is also true in regard to the size of infantry units within the Fleet Marine Force which determines the available infantry billets in which officers can be qualified as "infantry officers" and "infantry commanders". It may be that the Marine Corps now is desirous of qualifying too high a percentage of its officers as "infantry officers" and "infantry commanders". This would appear to be true from an examination of Figure 4. The Marine Corps is attempting to qualify, counting the basic officers and those already qualified, nine point two (9.2) times as many infantry officers as there are infantry billets in the Fleet Marine Force. On the other hand it is attempting to qualify only three (3) times as many in artillery, five (5) times as many in engineers, three (3) times as many in tank and amphibious tractor and two point five (2.5) times as many in communications. From the overall point of view only 45 per cent of the billets in the Fleet Marine Force are infantry billets, while an attempt is

being made to qualify 71 per cent of the officers in infantry duty.

Of course, in the event of war the Marine Corps will require more infantry officers than officers in any one of the other specialties (artillery, engineers, tank, amphibian tractor and communications) but the relative number is about the same. In other words, as the number of infantry units increases so will the number of artillery, engineers, and other units and in about the same ratio. It would appear, then, that the Marine Corps should reexamine its current policy relative to a required year of infantry duty for newly commissioned officers and at the same time reexamine the classification of the large group of officers of higher rank as "Basic Infantry officer". This would be with a view to reducing the "flooded" condition of the infantry field. This might be accomplished in any one of a number of different ways: (1) Removal of the requirement that newly commissioned officers completing the Basic School must serve one year in an infantry unit of the Fleet Marine Force. (2) Provide instead that a percentage of the number ordered to the Fleet Marine Force each year equal to the percentage of infantry billets available in relation to total billets will be assigned to infantry. The remainder then might be initially assigned to the other specialties (artillery, tank, engineers) based on the percentage of each of these specialties in relation to total billets. During the three year tour officers would be rotated locally at the discretion of

unit commanders but in a manner consistent with the policy of broadening the officer and with the unit's effectiveness. The problem of which officers to assign to infantry and which officers to other units would have to be determined from their previous educational background, record at the Basic School, interest and preference, and if considered necessary, aptitude tests could be devised to assist in this selection. The final primary Military Occupational Specialty that any particular officer would be assigned on completion of his "tour of duty" should be based on the particular duty for which he showed the greatest ability. The total of each Military Occupational Specialty for a particular group would have to be in about the same ratio as the ratio of these various specialties to the total available billets.

To reduce the high ratio of basic infantry officers in the other ranks, a review of their classification appears to be necessary in order to bring the ratio more in line with the available billets in which they can be trained.

The solutions offered above are merely suggested. The current Marine Corps classification and career assignment programs have been in effect such a short period of time that sufficient data are not available on which to base a more concrete plan. It appears certain, however, that present policies relative to the classification of unrestricted officers, and the policy in assigning newly

commissioned officers must be reexamined in order to obtain a more workable solution.

III. SUMMARY

In the early part of the chapter it was pointed out that the Marine Corps has not always assigned its officers with an eye to the future, but in recent years increasing importance has been attached to this problem. Various examples from industry of the importance of developing personnel and its relation to organizational effectiveness were cited. The objectives of the Marine Corps' rotational policy were covered. Policies and procedures relative to tours of duty and responsibilities for implementation of the assignment program were described. The various general types of duty to which Marine officers can be assigned were reviewed and the major aspects of the "career pattern guide" were discussed. A short description of the organization at Headquarters, Marine Corps responsible for officer assignments and duty rotation was given, together with a resume of the procedure for developing officer assignment "slates". Some of the difficulties in the implementation of the career pattern and its relation to officer classification were cited. Suggested means of overcoming these difficulties were offered but it was pointed out that the program was so new to the Marine Corps that sufficient data were not now available upon which to base a comprehensive solution.

It is evident that the Marine Corps is making every effort to manage its officer's careers by planned duty rotation through the various activities of the Marine Corps, its schools, the schools of other services and civilian schools. The program is a new one and all the various problems in its implementation are not yet solved. It is, none the less, a significant step in the right direction toward providing an equitable opportunity for all officers to qualify for positions of increasing responsibility commistent with the requirements of the Marine Corps and the desires of the individual officers.

CHAPTER VI

THE FACTORS OF PAY, PROMOTION AND RETIREMENT

Any individual planning a career, whether in business, industry, the professions or the military, is interested in the practical aspects of that career in terms of economic security and chance for advancement. Major General Edward F. Witsell, the Adjutant General of the Army, went so far as to say this:[1]

> It is typical of all of us who are Americans to be more interested in knowing what a new job will offer in the way of security, pay and other advantages than in the meaning of the job itself. We are a practical race, and our first concern is for the welfare of our families.

It is questionable whether or not the individual is more interested in these practical aspects of the career than in any other factor, but no one will deny that in our modern society he certainly is interested. The degree of interest may vary with the individual and although we might hope that an individual will pursue a certain career by virtue of his intense interest in the work itself, this is only a hope and is not entirely consistent with the facts. These factors, then, are important considerations for the individual and, at least in our society, they cannot be overlooked. From the Marine Corps' point of view they are important elements in determining the caliber of men and women who may be attracted to the Marine Corps as a career, and remain to become efficient and effective in assisting the Corps in carrying

THE SCHOOL OF ART, CREATION AND MOTHERHOOD

[illegible]

out its mission.

These three factors, pay, promotion and retirement, are factors over which the Marine Corps, as well as the other armed services, have little if any administrative control. Rate of pay, terms of promotion and retirement are regulated by statutes passed by the Congress and approved by the President. The armed forces conduct investigations and make recommendations regarding legislation, but cannot themselves prescribe what will be paid, regulate the rate of promotion or prescribe retirement provisions and benefits. This chapter deals with these matters. The rates of pay for officers in the Marine Corps will be set forth and compared with comparable civilian jobs, the system of promotion, the chances for attaining high rank and, finally, the provisions for retirement together with its benefits will also be explained.

I. PAY

As a result of the post war inflationary trend and the fact that the armed forces were experiencing difficulty in obtaining and keeping high caliber personnel, the late Mr. James Forrestal, then Secretary of Defense, established in 1947 an Advisory Commission on Service Pay to study the armed forces' pay structure. In a letter to this Commission Mr. Forrestal had this to say:[2]

> In making this study I would like you to keep several aims in mind. In the first

> place a system of compensation which will enable them to attract and retain their fair share of the best kind of men for all the many varieties of jobs in the several services.

It is obvious that Mr. Forrestal was well aware of the importance of the question of pay in attracting and retaining high caliber personnel in the armed forces. The Advisory Commission went even further, contending:[3]

> . . . the pay structure must serve not only the individual but the total defense program. The program depends essentially on the men who plan and carry forward the operation. Our scientific and technical advances are worthless without leaders to direct their use and men to use them effectively.

This Advisory Commission on Service Pay made the first attempt at a comprehensive analysis of the service pay question. At the time of its investigation the armed forces were being paid under a law passed in 1922, and although there had been some wartime pay raises and adjustments, they were not comprehensive and did not rectify a situation which was becoming increasingly more urgent. As a matter of fact, in so far as officers were concerned, the pay scales, except for two across-the-board percentage increases, were about the same as they were in 1908. In the Commission's investigation it was found that the present (prior to October 1943) pay in many grades was inadequate. This conclusion was reached by comparing service pay with industrial pay, noting the number of officer resignations to enter civilian business, and by observing the difficulties

the services were having in obtaining qualified personnel in certain branches.

In arriving at a pay scale the Commission determined that military compensation should approximate the amounts paid for comparable civilian responsibilities. The Commission further contended:[4]

> The pay structure should offer initial compensation and progressive increases that compare with what a serviceman could expect in other professions and occupations requiring similar abilities. He should have as much opportunity to attain success as the man who chooses to enter private business. At the same time he must be insured comparable security.

With these thoughts in mind the Commission made a comprehensive investigation into the question of service pay and submitted a detailed report to the Secretary of Defense.[5] This report formed the basis for recommendations to Congress for an overhaul of the service pay structure. In October 1949 Congress passed the Career Compensation Act of 1949[6] which was approved by the President on October 12, 1949. Table II (top figures opposite each rank) shows the basic pay scales for the several officer ranks together with the allowances for quarters and subsistence as recommended by the Advisory Commission. The lower figures opposite each rank are the pay scales as actually passed by Congress which are now the pay rates for all officers in the armed forces. Figure 9 shows a comparison by rank of the current officer pay scales and those in comparable civilian positions. Figure 10 gives this same comparison, but includes the range

TABLE II

MONTHLY PAY OF COMMISSIONED OFFICERS

Pay Grade	Cumulative Years of Service														With Dependents		Without Dependents	
	Under 2	Over 2	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 22	Over 26	Over 30		Sub.	Qtrs.	Sub.	Qtrs.
General[a]	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$975.00	$1005.00		$45.00	$150.00	$45.00	$120.00
	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	954.75		45.00	150.00	45.00	120.00
Lt. General[a]	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	1005.00		45.00	150.00	45.00	120.00
	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	954.75		45.00	150.00	45.00	120.00
Maj. General	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	975.00	1005.00		45.00	150.00	45.00	120.00
	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	926.25	954.75		45.00	150.00	45.00	120.00
Brig. General	810.00	810.00	810.00	810.00	810.00	810.00	810.00	810.00	810.00	810.00	810.00	840.00	870.00		45.00	150.00	45.00	120.00
	769.50	769.50	769.50	769.50	769.50	769.50	769.50	769.50	769.50	769.50	769.50	798.00	826.50		45.00	150.00	45.00	120.00
Colonel	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	615.00	645.00	675.00	705.00	735.00		45.00	120.00	45.00	105.00
	570.00	570.00	570.00	570.00	570.00	570.00	570.00	570.00	584.25	612.75	641.25	669.75	698.25		45.00	120.00	45.00	105.00
Lt. Colonel	480.00	480.00	480.00	480.00	480.00	480.00	480.00	493.00	510.00	525.00	555.00	585.00	615.00		45.00	120.00	45.00	90.00
	456.00	456.00	456.00	456.00	456.00	456.00	470.25	484.50	498.75	527.25	555.75	584.25	584.25		45.00	120.00	45.00	90.00
Major	405.00	405.00	405.00	405.00	420.00	435.00	450.00	465.00	480.00	510.00	510.00	510.00	510.00		45.00	105.00	45.00	82.50
	384.75	384.75	384.75	384.75	399.00	413.25	427.50	441.75	456.00	484.50	498.75	513.00	513.00		45.00	105.00	45.00	82.50
Captain	330.00	330.00	345.00	360.00	375.00	390.00	405.00	420.00	435.00	435.00	435.00	435.00	435.00		45.00	90.00	45.00	75.00
	313.50	313.50	327.75	342.00	356.25	370.50	384.75	399.00	413.25	427.50	441.75	441.75	441.75		45.00	90.00	45.00	75.00
1st Lieutenant	262.50	277.50	292.50	307.50	322.50	337.50	337.50	337.50	337.50	337.50	337.50	337.50	337.50		45.00	90.00	45.00	75.00
	249.38	263.63	277.88	292.13	306.38	320.63	334.88	349.13	349.13	349.13	349.13	349.13	349.13		45.00	82.50	45.00	67.50
2nd Lieutenant	225.00	240.00	255.00	270.00	285.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00		45.00	75.00	45.00	60.00
	213.75	228.00	242.25	256.50	270.75	285.00	299.25	313.50	313.50	313.50	313.50	313.50	313.50		45.00	75.00	45.00	60.00

[a] General and Lt. General entitled to personal money allowance of $2200 and $500 per year respectively.
Top figure opposite each rank -- recommended by Advisory Commission on Service Pay.
Lower figure opposite each rank -- Public Law 351, 81st Congress.

Sub. is abbreviation for subsistence allowance.
Qtrs. is abbreviation for quarters allowance.

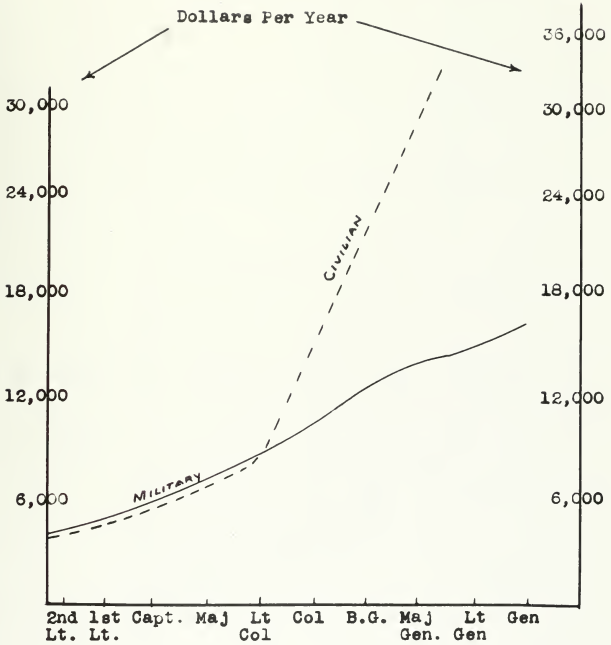

FIGURE 9

MILITARY COMPENSATION BASED ON EXPECTED ENTRY PAY FOR RANK INCLUDING ALLOWANCES COMPARED WITH WEIGHTED AVERAGE OF COMPARABLE CIVILIAN JOBS

Figures from Report of Advisory Commission on Service Pay, op. cit., Chart 3, p. 19.

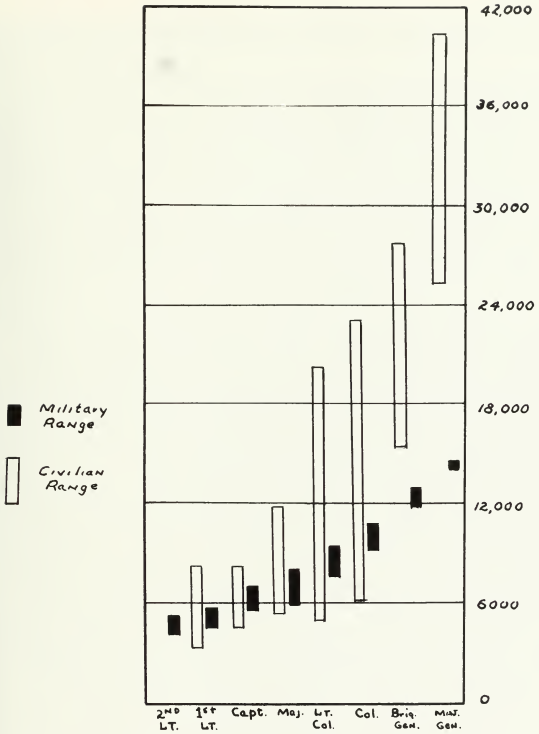

FIGURE 10

COMPARISON OF CIVILIAN AND PROPOSED MILITARY COMPENSATION RANGE BY GRADE

Figures from Report of Advisory Commission on Service Pay, op. cit., Chart 4, p. 21.

of compensation at the various military grades and for comparable civilian jobs.

It is evident from Figure 9 that present officer pay scales compare very favorably with comparable civilian jobs from time of entry to the grade of lieutenant colonel. At this point, however, the civilian pay begins rapidly to exceed the comparable military pay. At the lieutenant colonel's rank twenty-five years of service would have been completed. In other words, the comparable civilian job does not begin to show appreciable pay advantages until after twenty-five years. For top pay bracket personnel, civilian compensation pulls rapidly away and maximum civilian salaries are far greater than maximum salaries for any grade in the armed forces. From Figure 10 it is clear that for each military grade the comparable civilian job has a much wider salary range. This is true for the reason that an individual in business or industry does not have to spend a specified length of time in a particular grade where the range of pay is limited, but can advance in salary in accordance with his estimated worth to his company and that company's ability to pay.

The outstanding officer will be paid no more than the worst officer of the same rank and length of service. In the business world this is not the case. The outstanding individual moves quickly up the salary scale and this appears to account for the difference in range of salaries.

The officers in the armed forces get an approximate fifteen ($15) dollars per month pay raise every two years, based on service only and, of course, get a considerable increase each time they are promoted. The officer in the armed forces is paid comparatively well but cannot expect to reach salaries of top bracket civilian jobs even if he attains the highest rank.

II. PROMOTION

What are my chances for promotion and how high can I expect to go? These are questions which are ever present whether the individual is planning a career in the armed forces or one in business, industry or the professions. In the Marine Corps, as is the case with business and industrial organizations, there is a hierarchy through which promotions must flow, but in the military organization it is more fixed than in business or industry and the individual officer cannot jump several grades in this hierarchy to top positions without spending a certain amount of time in each. The rank structure through which promotion must take place in the Marine Corps has already been outlined in Chapter IV but will be repeated for purposes of clarity, from the highest to the lowest:

General officer
Colonel
Lieutenant Colonel
Major
Captain

First Lieutenant
Second Lieutenant

The regular commissioned officer normally enters the commissioned ranks as a second lieutenant and in order to attain topmost rank must progressively pass through this rank hierarchy. The conditions under which he can be promoted, together with the various (average chance) possibilities for promotion will be developed in the succeeding discussion.

Promotion in the Marine Corps is regulated by laws established by the Congress. The currently effective law is the Officer Personnel Act of 1947[7] which prescribes the conditions under which promotion can take place, the selection process, limitations as to required service in each grade and the percentage of officers, with respect to total officers that may serve in each grade, together with other technical aspects of the promotion process. This law provides for certain temporary as well as permanent provisions for promotion in the Marine Corps. The terminable provisions are to be terminated when the President shall determine that the total number of officers holding permanent appointments on the active list of the Marine Corps is equal to 95 per cent of the number of officers authorized by law, or on January 1, 1957, whichever is earlier. This provision is primarily for the purpose of allowing the several services to adjust their temporary appointments over a ten year period. This will prevent an awkward and rapid adjustment

which would entail reduction in rank of a large number of officers. This would have been necessary because the current law provides minimum periods of service in each rank prior to promotion to the next higher rank, and a large percentage of officers now serving in temporary ranks do not have this required service.

The currently authorized officer strength of the Marine Corps in all categories is 7,000. This is broken down as follows:[8]

Unrestricted officers	5660
Limited duty officers	375
Supply duty only officers	150
Women officers	65
Warrant officers	750

The present law provides that the maximum percentage of officers who may serve under temporary or permanent appointment, exclusive of officers designated for supply duty only, in the various grades shall be equal to the following percentages of the total officer strength:[9]

Grade	Per cent
Brigadier General and above	.75
Colonel	6
Lieutenant Colonel	12
Major	18
Captain	24.75
First and Second Lieutenant	38.50

In terms of actual officers authorized in each grade this is equal to the following:

Brigadier General and above	45
Colonel	382
Lieutenant Colonel	724
Major	1086
Captain	1494
First and Second Lieutenant	2329

Alpha and Omega Pleasures 38-42
Art 27
Books 10
Breakfast Cereal 11
Bridge 8
Business Section Not Yours 14
Calendar, Weekly 43
Cartoons 12
Chess 8
Classified Advertising 44-48
Comics 12
Crossword Contest 12
Editorial 26
Entertainment Guide 27-37
Family Page 25
Fashion 24
Food 22-23
Garden 24
Gardening Column, Our Woods 24
Horoscope 12
Letters to the Editor 26
Lost and Found 44
Movies 27-37
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Obituaries 14
Personal Column 44
Pets 44
Puzzles 8
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Real Estate 44-48
Recipes 22-23
Sports 15-20
Stamps 11
Theater 27
Travel 21
TV 27
Weather Forecast 2
Weddings 25
Women's Page 21-25

The above figures were computed on the basis of the authorized allowance of 6035 unrestricted and limited duty officers. This figure was multiplied by the various percentages for each grade given in the preceding paragraph. There is a further provision of the law which limits the number of unrestricted general officers to thirty-two, except in war or national emergency, of which not more than twelve may be major generals and above.

The above figures, then, establish the legal allowances of officers in the various grades. From inspection it is evident that for the Marine Corps to maintain these various grades within the authorized allowances, some form of attrition (forced or normal) must take place as promotions from grade to grade are made. The amount of "forced attrition" necessary from grade to grade is dependent on the "normal attrition" (death, resignations, voluntary retirement, physical retirement, etc.) that takes place within all the grades of the Marine Corps. This "normal attrition" (estimated) for Marine Corps officers in terms of percentages for each grade is indicated below:[10]

Grade	Per cent
Generals	3.6
Colonels	3.3
Lieutenant Colonels	3.4
Majors	2.6
Captains	2.3
First and Second Lieutenants	2.7

In other words, each year three point six (3.6) per cent of the Marine Corps general officers, on the average,

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will retire for reasons other than being forced out by the selection process. The same is true for the other grades in the percentages indicated. These figures are based on experience as to the number of officers in each grade in the Marine Corps who were retired for reasons other than failure of selection for the next higher grade. Figure 11 graphically illustrates the estimated promotional flow of Marine Corps officers under the current Officer Personnel Act. These figures are based on the "normal attrition" percentages given above and the legal authorized allowances within the several grades noted earlier. It has reference to a specific group of 427 newly commissioned officers. Across the bottom are shown the years of service with relation to time in grade that must be spent before an officer may be considered for promotion. It is clearly evident from this table that of a given group of newly commissioned officers, 427 in this case, only 268 are destined to become captains, 187 to become majors, 123 to become lieutenant colonels, 75 to become colonels, and only nine will reach the rank of general. In other words, the officer in the Marine Corps must go up or out. The salient features of this selection process are covered below.

An officer entering the Marine Corps as a newly commissioned second lieutenant must serve satisfactorily for a period of three (3) years, at which time he is given a professional examination. After passing this examination he is

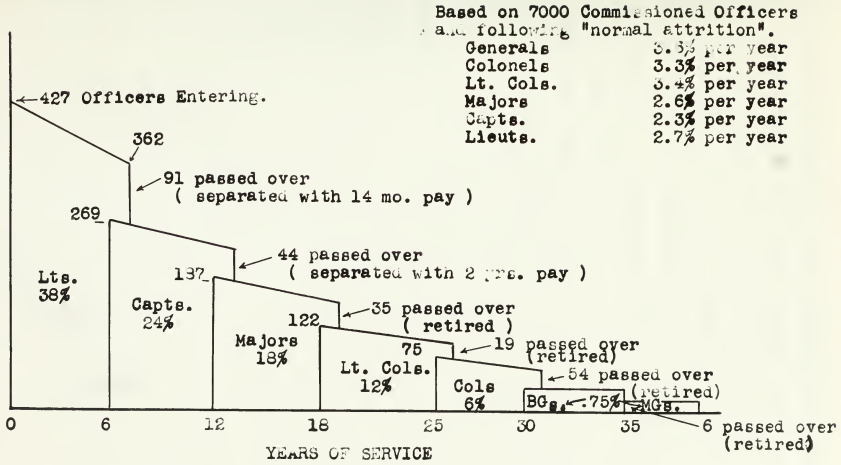

FIGURE 11

ESTIMATED NORMAL PROMOTION FLOW OF OFFICER PERSONNEL U. S. MARINE CORPS
BASED ON OFFICER PERSONNEL ACT 1947

eligible for promotion to first lieutenant. Promotion to the grades of captain to major general, inclusive, are made upon the recommendation of a selection board. An officer selected for promotion by a selection board must pass a required professional examination together with a physical examination and, as vacancies occur, he is then promoted to the next higher rank.

Selection boards for each grade are convened at least once each year by the Secretary of the Navy. Marine Corps boards consist of nine officers on the active list and no officer may sit on two successive boards to consider officers of the same grade. Officers serving on these boards are senior in rank to individuals whom they may consider for promotion. Officers are eligible for consideration for promotion by selection boards when they will have completed, on June 30 of the fiscal year of the convening of the board, the following periods of service in grade.[11]

First Lieutenants	2 years
Captains	4 years
Majors	4 years
Lieutenant Colonels	5 years
Colonels	3 years
Unrestricted Brigadier Generals	4 years

Under the current law the following are considered the normal total years of commissioned service that an officer will have at promotion to each grade.[12]

Colonel	30 years
Lieutenant Colonel	25 years
Major	18 years
Captain	12 years
First Lieutenant	6 years

First Lieutenant	9 years
Captain	12 years
Major	16 years
Lieutenant Colonel	20 years
Colonel	25 years

...ade at promotion to next grade.[12]

Unassigned Individuals	6 years
Colonels	5 years
Lieutenant Colonels	6 years
Majors	8 years
Captains	9 years
First Lieutenants	0 years

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...eligible for Promotion to First Lieutenant. Promotion to

The Secretary of the Navy, each year for the several grades, establishes a "promotion zone". This zone, in any grade, is comprised of the most senior officers of the grade under consideration who are eligible for selection and who have not been previously passed over. The extent of the zone is determined by the estimated number of vacancies that will occur for each of the next five years, together with the number of officers who will be eligible for selection and the years of service they will have completed. Information relative to promotion zones, the number who may be promoted and the names and records of officers eligible for promotion to the various grades, are furnished to the several selection boards. The number actually furnished for a particular grade is based on the vacancies existing in the grade to which promotion will be made, plus the estimated vacancies that will occur in the grade during the ensuing year. From among those officers who are eligible for consideration for temporary promotion, selection boards recommend those officers holding permanent appointments whom it considers best fitted for promotion, and those officers not holding permanent appointments whom it considers qualified for continued active duty. Officers eligible for promotion, and within a "promotion zone" for a particular grade, who are not selected by the particular selection board are considered passed over, provided any officer junior to them within the zone is selected for promotion. There are

provisions, however, for officers outside the "promotion zone" to be selected for promotion should the selection board consider such officers sufficiently outstanding. The number that can be selected outside the zone is limited to five per cent of the total number of officers which the particular board is authorized to recommend for promotion. When an officer outside the zone is selected for promotion officers senior to him but not within the promotion zone are not considered to have been passed over. In other words, no officer junior to the last officer in a promotion zone is ever considered to have failed of selection.[15]

Officers selected for promotion to the next higher grade must pass a professional and physical examination at which time they are placed on the promotion list, in order of seniority. As vacancies occur in the grade for which these officers have been selected they are promoted in the order of their seniority.

This selection process determines where "forced attrition" must take place. The promotion zones are normally of such an extent that certain officers must be passed over in order to avoid exceeding the legally authorized percentages of officers in each grade. An officer who has twice failed of selection must leave the service the next June following the year in which he failed of selection a second time.

There has been no attempt here to describe all the technical provisions of the current selection law under

which the armed forces now operate. The purpose has been to bring out the salient features relative to the "forced out" provisions and to point out that all officers above the grade of second lieutenant are selected for promotion by selection boards, after a consideration of the records of the officers concerned. The conditions under which an officer is retired or otherwise separated from the service are covered in the next succeeding section.

III. RETIREMENT

There are four general types of retirement or separation in so far as officers in the Marine Corps are concerned.[14]

1. Voluntary
2. Involuntary
3. Physical disability
4. Age

An officer may voluntarily retire from the Marine Corps after completion of twenty years of service, ten years of which must have been active commissioned service. Officers retiring under these circumstances must submit a request to the Secretary of the Navy. This request must be approved by the Secretary of the Navy or the President, at which time the officer can then be placed on the retired list. An officer voluntarily retiring at the end of twenty years receives fifty per cent of the active duty pay (not including allowances) of the rank he held at time of retirement. Examples of retirement pay for the various grades after

twenty years service are given below.

Grade	Retired Pay Per Month
Major General	$431.56
Brigadier General	384.75
Colonel	306.38
Lieutenant Colonel	263.62
Major	242.25
Captain	213.75
First Lieutenant	174.56
Second Lieutenant	156.75

The above figures were computed based on fifty per cent of the currently authorized active duty pay for the grades concerned.

Officers may be involuntarily retired or separated from the service for the following reasons:

1. Failure of selection for the next higher grade by two successive boards.
2. Failure of the professional examination for promotion on two occasions.
3. Whenever a Naval Examining Board considers an officer not qualified by reason of drunkenness or from any cause arising from his own misconduct. This is subject to the approval of the President and the officer must be heard on the charges placed against him.
4. As a result of being sentenced to dismissal by a General Court Martial.
5. Revocation of commission prior to completion

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of three (3) years commissioned service. This can be effected by the Secretary of the Navy for sufficient cause, such as failure to complete satisfactorily any course of training, low caliber or unsatisfactory performance of duty as evidenced by official reports, or temperamental unsuitability or unfitness for service.

Officers who fail twice of promotion or twice fail professional examinations are retired or separated (see below) from the service in June following the year in which the condition occurred.

The following are the conditions under which an officer in the grades indicated are retired or separated for twice failure of selection or twice failure of promotion examinations.

Grade	Conditions	Pay
Second Lieutenant	Separated after service of 4 years	Severance pay not to exceed one year's active duty pay.
First Lieutenant	Separated after service of 7 years	Severance pay not to exceed 2 year's active duty pay.
Captain	Separated after service of 13 years	Severance pay not to exceed 2 year's active duty pay.

Grade	Conditions	Pay
Major	Retired after 20 years service	Receives monthly retired pay of approximately 50 per cent of active duty pay.
Lieutenant Colonel	Retired after 26 years service	Receives monthly retired pay of 65 per cent of active duty pay.
Colonel	Retired after 31 years service	Receives monthly retired pay of 75 per cent of active duty pay.
Generals	Retired over 31 years service	Receives monthly retired pay of 75 per cent of active duty pay.

The procedures for retirement of officers for physical disability are provided for in Title IV of Public Law 351, 81st Congress. The technical nature of the process and all the conditions under which an officer may be physically retired are beyond the scope of this thesis. It is deemed sufficient to say that an officer must continuously meet the physical requirements prescribed by law or otherwise be retired. The law, and administrative decisions resulting therefrom, sets up the machinery in terms of Physical Evaluation Boards, Physical Review Councils and Disability Appeals Boards to provide for a full and impartial examination and hearing and the Secretary of the Navy must approve before an officer may be retired for physical disability. The new law provides for various degrees of "percentage disability" under which an officer may be

Jones	Thompson	Ltd.
Smith	Stanley Place 91	Jones Hardware
Thompson Johnson	Baker Station 23	Baker Hardware
Johnson	Central Place 61	Jones Hardware
Johnson	Central Place 61	Jones Hardware
Johnson	Central Place 61	Jones Hardware

retired. For disabilities of less than thirty per cent no retirement is given (except for over 20 years service) and the officer is separated with severance pay not to exceed two years of his active duty pay. If an officer has twenty or more years service he is retired even though the disability percentage is less than thirty per cent. He receives retired pay at the rate of two and one half per cent of his active duty pay multiplied by his total years of service, not to exceed seventy per cent of active duty pay.

The "percentage of disability", if over thirty per cent, determines the amount of retired pay that the officer may receive if, in the final analysis, he is retired for disability. There is a provision, however, that an officer shall receive as monthly retired pay either the "percentage disability" times his active duty pay, or two and one half per cent of his active duty pay multiplied by his total years of service, whichever is greater. As an example, an officer of the rank of major with eighteen years service is retired with "thirty per cent disability". On the basis of "thirty per cent disability" he would receive a monthly retired pay of $145.20. On the basis of a major's pay with eighteen years service computed at two and one half per cent of his active duty pay for each year of service he would be entitled to a monthly retired pay of $217.80. Since this is greater, this is the amount he would receive.

Under the old retirement law an officer found physically

unfit was retired on seventy-five per cent of his active duty pay. Under the new law an officer may remain on the active list provided his "percentage" and type disability is not considered to be of such a character and extent as to warrant his retirement. The law also provides that an officer can be placed on the temporary disability retired list and is then subject to periodic physical examinations. If, as a result of those periodic examinations, there is a change in status indicated, a report is made to the Secretary of the Navy for his action. The officer may then be restored to active duty or permanently retired, depending on the direction of the change of his disability.

An officer must be placed on the retired list when he reaches the age of sixty-two, except under certain conditions at the discretion of the President. He receives retired pay at the rate of two and one half per cent of his active duty pay in the grade at the time of retirement multiplied by the total number of years of service. This cannot, however, exceed seventy-five per cent of his active duty pay for the rank held on retirement.

IV. CAREERS OF THE MARINE CORPS CLASS OF 1920

In order to obtain certain empirical data relative to the careers of certain Marine Corps officers, an investigation of the records of the Marine officers commissioned in

the year 1920 was made. This particular group was selected because it gave a full thirty year span, extending from shortly after World War I, through another war, and five years of peace beyond.

Certain statistical data relative to this group is given in Table III. It will be noted that the average age on entry was 23.05 years. This is approximately the same as the inner limit on entry age under the present regulations. From the percentage of officers separated it is evident that the largest per cent were retired for physical disability and the next largest per cent either voluntarily retired or were "forced" to retire at the end of twenty or thirty years. Those still in the service represent only 11.89 per cent of the total group entering, and of the entire group only 7.92 per cent reached the grade of brigadier general. None, up to the present time, have risen above this grade. From the figures relative to grade on separation almost one third were retired or separated as first lieutenants, but of those who managed to stay in beyond this rank, sixty per cent reached the ranks of colonel or brigadier general. It is interesting to note that in this group 45.5 per cent failed to receive the grade of captain before separation. Under the present law (see Figure 11) it is estimated that only 37.3 per cent of a given group will be separated prior to reaching the rank of captain. On the other hand, of the officers in this group who did reach the

TABLE III

CAREER DATA OF U. S. MARINE CORPS OFFICER CLASS OF 1920

Total originally commissioned	101

AGE ON ENTRY AND SEPARATION

Average age on entry	25.05 years
Average age on separation	43.2 years
Range of ages on entry	22 to 38
Range of ages on separation	24 to 60
Average years service	21.65 years

GRADE ON SEPARATION OR RETIREMENT

Grade	Number	Per cent
Brigadier General (still in service)	8	7.92
Colonel (four still in service)	25	24.85
Lieutenant Colonel	1	.99
Major	10	9.90
Captain	11	10.99
First Lieutenant	32	31.68
Second Lieutenant	14	13.86

CAUSE OF SEPARATION OR RETIREMENT

Cause	Number	Per cent
Still in the service	12	11.88
Dismissed by General Court Martial	5	4.95
Died on duty status	16	15.84
Discharged	3	2.97
Resigned	5	4.95
Retired physically	30	29.70
Retired 20 or 30 years (forced and voluntary)	17	16.84
Passed over	13	12.87

TABLE III

CAREER DATA OF U. S. MARINE CORPS GENERAL STAFF OF 1960

Total authorized complement	101

AGE OR GRADE AND SEPARATION

Average age on entry	26.09 years
Average age on separation	45.3 years
Range of ages on entry	22 to 30
Range of ages on separation	36 to 60
Average years service	25.89 years

CHART ON SEPARATION OF RETIREMENT

Grade	Number	Per cent
Brigadier General (still in service)	8	7.92
Colonel (Four still in service)	58	64.66
Lieutenant Colonel	1	.10
Major	10	9.90
Captain	11	10.89
First Lieutenant	10	21.78
Second Lieutenant	14	13.86

CAUSE OF SEPARATION OR RETIREMENT

Cause	Number	Per cent
Still in the service	10	11.88
Dismissed by General Court Martial	1	4.00
Died on duty status	16	15.84
Disappeared	5	1.97
Resigned	8	6.93
Retired physically	30	22.70
Retired at 20 or 30 years (Korea and relief)	12	16.84
Passed away	15	10.87

rank of captain, 60 per cent later were promoted to colonel or brigadier general. Under the present law it is estimated that only 31.3 per cent of those reaching captain will attain the ranks of colonel and brigadier general. It is believed that the reason such a high percentage of this group reached the ranks of colonel and brigadier general was because of conditions arising out of the war. Under normal conditions the percentage may have been far less.

Figure 12 is a histogram chart showing graphically the years from 1920 to 1950 and the number of officers separated each year in this group. It is interesting to note that 55 per cent of the total group had been separated by the end of twenty years. Under the present law it is estimated (see Figure 11) that 70.9 per cent of a given group will be separated or retired by the end of twenty years.

It is difficult to draw exact comparisons between the careers of this class and what might be the careers of officers now being commissioned. The average length of commissioned service of this group was 18.5 years and the average age on separation was 43.2 years. We might conclude, then, that the empirical data presented here supports earlier contentions that the attainment of high rank for a large group of a given class is difficult of accomplishment and promotion is a highly competitive process.

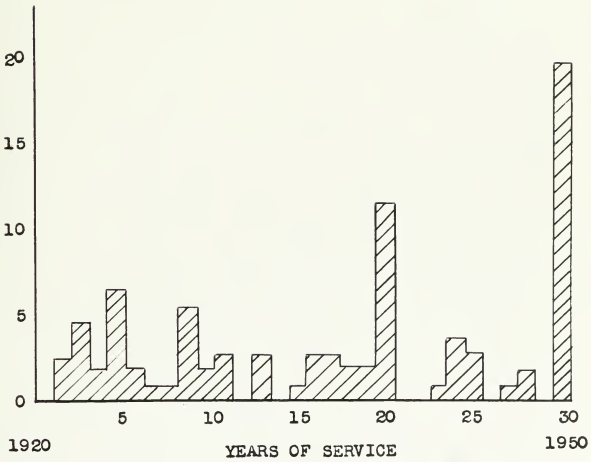

FIGURE 12

SEPARATIONS BY YEARS CLASS

OF 1920 U. S. MARINE CORPS

V. SUMMARY

In the early part of the chapter the importance of the factors of pay, promotion and retirement was covered. It was pointed out that, although these are extremely important factors, the Marine Corps has no direct control over them since they are regulated by law. In developing the question of officer's pay it was seen that the new law, recently passed, provides for increases in pay through all the officer grades. This new pay structure was the result of a careful study made by an Advisory Commission on Service Pay. Certain comparisons between officer pay in the Marine Corps and comparable civilian jobs were cited and it was seen that during the early years of an officer's career the military pay compares very favorably with the civilian pay. The range of civilian pay at each comparable military grade is seen to be much greater, however. This was attributed to the fact that, while an officer in the Marine Corps must spend a certain amount of time in each grade with narrow pay range, the civilian, on the other hand, may be jumped to the top as rapidly as his abilities permit. It is evident, though, that in general the officer in the Marine Corps is well paid when compared to comparable civilian jobs, but cannot reach top bracket civilian pay regardless of the rank he reaches.

In discussing the question of promotion it was noted that there is a very definite rank hierarchy through which

7. Summary

In the early years of the computer the limitations of the
hardware, its size, inaccuracy and unreliability were notorious. It
was natural that, although there was extremely important
function', the machine could be given only those tasks
which were absolutely necessary. In operating the computing
system's job it was seen that the operator at the
keyboard, directing the instructions in the according to the
user manuals. This was only intended to be a
marginal task and in many installations it was
not considered a job for which there was even
Despite the early image of an alliance's economic and military
might, the computer was frequently also its weakness. The
number of elaborate and complex electronic systems is
open to be most fragile, however. This was emphasized to
the last step, while an alliance is the weakest point
point a country reached at time in most cases very many
ing member. The situation, on the other hand, may be limited to
the fact it actually on its political weapon." It is rational,
how can it actually be its political power. That is because
Control," that is because the alliance is the machine chain it
would only cause inconvenience to economic practice just, but
function if not, inaccurate and unreliable are notorious. It
was natural that, although there was extremely important
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would only cause inconvenience to economic practice just, but

the officer must progressively pass in order to reach the top grades. The percentage of officers allowed by law in each grade was covered and these were converted to actual officer numbers in each grade based on the currently authorized total officer strength in the Marine Corps. From this it was pointed out that the usual pyramid with the broad base and pointed apex is present in the Marine Corps rank hierarchy and that a certain number of officers must, under the present system, be "forced out" between each successive grade. Figures were given relative to "normal attrition" of officers in the Marine Corps, and it was pointed out that higher "normal attrition" reduces the amount of "forced attrition", as these two factors are related. A promotional flow chart was included which gave a graphic picture of the promotion possibilities of an example group of newly commissioned officers. The selection process was discussed and the various periods of service required in each grade were given, together with the normal total commissioned service at each grade. The question of retirement was then discussed and the various conditions under which an officer may be separated or retired were covered. Examples of officers separated or retired at the various grades were given, together with the amount of severance pay or retired pay to which he would be entitled. Physical retirement was briefly discussed.

A report of an investigation of the careers of the

officers who entered the Marine Corps in 1920 was included and various statistics relative to this class were given. A comparison of the grades that varying percentages of this class reached, with the estimated grade a given class may reach under the present law, was made. It was seen from this that in certain respects the new law reduces the chances of reaching higher rank, or at least so it seems in this comparison.

It can be seen, then, that in so far as military officer pay is concerned it is reasonably good; that promotion is a highly competitive process based on an officer's record and that an officer must go up or out. An illustration of an example group indicated that approximately seventy per cent will be "forced out" or go out by "normal attrition" by the completion of twenty years service. We see, on the other hand, that the retirement benefits are very liberal; but the question still remains whether or not an individual considering a career in the Marine Corps, or any of the armed forces for that matter, wishes to compete on the "forced out" basis. This, then, is a real problem for the armed services, since no one would suggest that every officer be made a general.

CHAPTER VII

OFFICER ATTITUDES TOWARD VARIOUS ASPECTS OF CAREERS IN THE MARINE CORPS

An important element in any organization is the attitudes of its personnel. These various attitudes reflect not only the efficiency and morale of the organization but, when known, may form the basis for the solution of many personnel problems affecting careers and career planning within the organization. The valuable investigations conducted at the Hawthorne Plant of the Western Electric Company[1] in the late 1920's pointed the way and opened up a new vista for the personnel specialist in this regard. The armed forces have not used opinion surveys extensively, although there has been some activity in this area. Woodward[2], as late as 1944, stated that opinion surveys, in so far as the federal government was concerned, were still regarded as political dynamite. Stuit[3] reports several information surveys relative to attitudes used by the navy during the war and concludes that when adequate attention is given to the suitability and interpretation of questions and answers opinion studies can provide useful evaluative data for personnel and training programs.

The Marine Corps, in October 1948[4], conducted a questionnaire survey relative to the attitudes of certain Marine Corps officers regarding their careers. This chapter is

Chapter XII

Concerning the Most Common Mistakes in Calculating Average Velocity

Chapter XIII

based on that survey. It is not intended to cover all the points that were brought out in the survey but to include only those considered to be pertinent to this thesis.

I. COMPOSITION OF SAMPLE

The sample for this study was selected at random from the combined Lineal List of the Marine Corps which lists all officers in the regular Marine Corps by rank and precedence. Consideration was given to rank and duty. The sample included 481 officers and was distributed as follows:

A. Unrestricted officers
   33% aviation
   60% all other types of unrestricted duty

B. Restricted officers
   7% supply duty only

In terms of rank the sample consisted of:

6% Colonels
13% Lieutenant Colonels
19% Majors
24% Captains
32% First Lieutenants
6% Second Lieutenants

This distribution closely parallels the overall percentage distribution for the various officer ranks in the Marine Corps established by law and cited in Chapter VI.

II. GENERAL CHARACTERISTICS OF MARINE CORPS OFFICERS

The average Marine Corps officer included in this study was thirty years old; had held a commission for approximately

only those documents to be facsimiled to other sheets.

1. Duplication of Sheets

Use only the dry ribbon when required to produce this copies that have brought out to the standard set by Section 12 hereof. It is not required to make all copies.

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Dampen the moist sponge to apply the fluid. Use only the minimum amount of fluid to produce clear copies. Keep all containers of fluid tightly closed when not in use.

3. Duplicating Ink

Use only the ink supplied by the manufacturer of the machine.

4. Duplicating Pencils

Use only the pencils supplied by the manufacturer of the machine.

5. Duplicating Stencils

Use only the stencils supplied by the manufacturer of the machine.

In terms of most the results involved of:

Use Colored
Use Erasing Shields
Use Scratch
Use Eraser
Use Typing Instructions
Use Paper Instructions
Use Duplicating Ink

Those materials to be returned to Section 17.

Eliminate for the storage cabinet inside the cabinet

Eliminate the storage cabinet inside the cabinet

Use standard duplicating machine supplies.

eight years; and had served at sea or overseas for about thirty months after January 1941. During World War II 75% were either under enemy attack or engaged in actual combat.

48% of the officers were college graduates, about 11% of these were graduates of the U. S. Naval Academy at Annapolis, Maryland. 36% had had some college but did not finish; 14% were high school graduates; 2% were not accounted for relative to schooling; 9% of the college graduates had taken work at the postgraduate college level, 3% of them took postgraduate work while in the service.

86% of the officers were married. Of the married officers, 26% had no children, 37% one child, 29% had two children, and 8% had three or more.

III. ATTITUDE TOWARD TECHNICAL AND OPERATIONAL CAREERS

In order to determine attitudes toward technical careers on the one hand and operational careers on the other, the study assumed that officers tend to develop in either of two non-overlapping main directions, technical or operational. The officers were, therefore, asked to indicate toward which of the above mentioned directions their careers were evolving. In order to establish a common frame of reference, the career fields were described, apart from any official or administrative designation, as follows:

Career T. In career T, the main tendency is usually

for the officer to be assigned duties of an administrative, logistical or technical nature and for him to develop skills, experience and training along these lines. This career would include supply, motor transport, communications, personnel and general administrative duties.

Career O. In career O, the main tendency is usually to accumulate and develop skills, experience and training in pursuits which are primarily command, line and operational, in the combat or training for combat sense. Included in this category are all pursuits which, in general, are primarily related to command, line or operational functions; pursuits which are definitely not administrative, technical or logistical in the specific sense described above.

On the basis of responses received the sample revealed that 35% of the officers considered their careers to be evolving toward the direction of career T and 65% considered their careers to be evolving toward the direction of career O. These two types of career patterns were used as a basis for comparison of responses to various questions.

To the question, "If you had it to do over again, that is, if you were starting your career now as a second lieutenant, which type career pattern would you want to follow?"

57% of the T officers would start over in T careers.

43% of the T officers would start over in O careers.

92% of the O officers would start over in O careers.

8% or the O officers would start over in T careers.

It is evident from the answers to this question that officers who had been following O careers were more satisfied with their career pattern than were officers who followed T careers.

Tables IV and V graphically illustrate the reasons given for the answers in the four categories above. It is interesting to note (Table IV) that the officers who would start over in the same type career, regardless of whether it be O or T, were inclined to give as reasons that "assignment is more interesting" and that they were "better qualified and adapted for such duty." On the other hand, officers who would start over in alternate careers (Table V) show a different trend. They, too, tended to mention that they were "better adapted for such duty" but they also indicated two things (with relative frequency) which were not mentioned by the officers who would start over in their type of career. That is, they mentioned that they would start over in the alternate career because of "better opportunity for advancement" and because of "greater recognition and reward for work". The implications of these reactions are that an individual's evaluation of his qualifications play a large part in his choice of a career pattern, but that only the individuals who indicate a preference for a change

TABLE IV

QUESTION: If you had it to do over again, that is, if you were starting now as a Second Lieutenant, which type of career pattern would you want to follow?

Career "O" Officers Who indicated that they would start over in Career "O"	WOULD DO SO FOR THIS REASON	Career "T" Officers Who indicated that they would start over in Career "T"
23%	ASSIGNMENT MORE INTERESTING & SATISFYING	20%
16%	BETTER QUALIFIED & ADAPTED FOR SUCH DUTY	35%
10%	WORK ENVIRONMENT (IN THE FIELD-OUTDOORS)	
10%	GREATER VARIETY OF EXPERIENCE	4%
9%	REPRESENTS THE MISSION OF THE MARINE CORPS	
8%	ENJOY LEADING MEN	
5%	BETTER OPPORTUNITY FOR ADVANCEMENT	12%
4%	PERSONAL ASSOCIATIONS CLOSER	
4%	REQUIRES MORE RESPONSIBILITY & INITIATIVE	3%
3%	GREATER RECOGNITION & REWARD FOR WORK	6%
2%	TRAVEL & ADVENTURE	
2%	MORE INDIVIDUAL FREEDOM & EXPRESSION	
1%	MORE VALUE TO MARINE CORPS	6%
	MORE USEFUL IN CIVILIAN LIFE	6%
	MORE OPPORTUNITY TO BE WITH FAMILY	3%

Novo Dicionário de Se Não Existir 95
Novo Insulto de Classe Cima 96
Novo Jovem de Muito Bom-s 97
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Sobre Ficção Mundo Vão Mais Do Tolkien 104
Sobre o Estudo Outros

TABLE V

QUESTION: If you had it to do over again, that is, if you were starting now as a Second Lieutenant, which type of career pattern would you want to follow?

Career "O" Officers Who indicated that they would start over in Career "T"	WOULD DO SO FOR THIS REASON	Career "T" Officers Who indicated that they would start over in Career "O"
40%	BETTER QUALIFIED & ADAPTED FOR SUCH DUTY	17%
17%	GREATER RECOGNITION & REWARD FOR WORK	13%
13%	MORE USEFUL IN CIVILIAN LIFE	
10%	MORE VALUE TO MARINE CORPS	2%
20%	BETTER OPPORTUNITY FOR ADVANCEMENT	20%
3%	ASSIGNMENT MORE INTERESTING & SATISFYING	7%
	REPRESENTS THE MISSION OF THE MARINE CORPS	10%
	GREATER VARIETY OF EXPERIENCE	8%
	ENJOY LEADING MEN	6%
	WORK ENVIRONMENT (IN THE FIELD-OUTDOORS)	5%
	KNOWLEDGE OF BOTH CAREERS USEFUL	4%
	PERSONAL ASSOCIATIONS CLOSER	3%
	TRAVEL & ADVENTURE	3%
	REQUIRES MORE RESPONSIBILITY & INITIATIVE	3%

ВЕЛОСИПЕД МОЖЕ ВЕЗБОЛНОСИПЕТИ У ПОЛИЦИЈИ 39

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ЖЕНЕ ЗАКАЗАТ ЈЕ ПЛАСТИЧАН ГЛАС 26

ЗЕЛЕНИ ЗВУЧАЛИ У ВЕЧЕРЊЕ ЛЕК МЕЊА ОЛАКА 25

ЖЕНЕ ОД ЈЕЗИК ЛЕК

ГЕ ОПЕРАЦИЈА 45

ЗАКАЗ МОЋИ ЗЕЛЕНИ ЛЕК
ЛЕК ТЕХНОЛОГИЈЕ ЗЕЛЕ

ОПЕРАЦИЈА 44 ОБЛАЧИЋА

ОПЕРАЦИЈА 45 ОБЛАЧИЋА

Ближе од османе Зеландије можеш ако ме ослобођен' жртвом
жене изградњу ока ја у односу планирању' жртви
операцији: ЈЕ ЛЕК ЖЕЛЕ ЈЕ ЈЕ ОН ОЧЕК ОБЕЋАЛ' ЖЕЛЕ ГЕ ЗЕЛ

emphasize the comparative chance for advancement and the recognition involved. Apparently the grass is always "greener" on the other side of the fence.

From specific comments given in answer to this question it was evident that the T pattern is considered inferior when compared to the O pattern. The fact that overall Marine Corps efficiency depends as much upon proper performance of T work as O work does not tend to be recognized by the group sampled. This, then, poses an important problem in career planning, both from the standpoint of the individual officer and of the Marine Corps. The Marine Corps is well aware that the satisfied officer, other things being equal, is the best officer. At the same time it is necessary to fill all positions within the framework of the Marine Corps' organization that require officer personnel. This is necessary whether or not they are technical (T) or operational (O) and whether the particular officer is satisfied or not. The individual officer is interested in, and should rightly expect, equal chance for advancement and recognition for his services regardless of whether he is assigned to a career T or a career O. This is true because, as noted above, both type careers are essential to overall Marine Corps efficiency. The implications of these aspects of career planning were more fully developed in Chapter V.

of manual literacy even more fully manifested in Chapter 7.

Another closely connected issue is whether to make "grammar" or its close kins a part of the course.

Many secondary composition books do assume it makes [illegible] composition [illegible] and then [illegible] the [illegible] exercises and [illegible] [illegible] [illegible]

IV. EVALUATION OF GOALS OF MARINE CORPS OFFICERS

In order to aid in understanding the point of view of the officers it was necessary to know something about their goals. For example, what aspects of the Marine Corps did they feel were important to them? Listed below are a series of questions used, with the reactions indicated.

Question: How important will it be for you to attain high rank?

	Percentage saying
This will be my most important goal.	18
This goal will be very important to me.	56
This goal will be fairly important to me.	20
This goal will not be so important to me.	5
This goal will not be important to me at all.	1

Question: How would you rate your own chances of ever getting a position of high command?

	Percentage saying
A much better chance than most other officers have.	6
A little better chance than most other officers have.	38
My chances are about the same as most other officers.	49

A little less chance than most other officers have.	7
Much less chance than most other officers have.	2

Question: How important will it be to you to attain a position of great responsibility on a high level staff?

	Percentage saying
This will be my most important goal.	7
This goal will be very important for me.	48
This goal will be fairly important for me.	32
This goal will not be so important to me.	11
This goal will not be important to me at all.	2

It can be seen from this series of questions that great importance is attached to the attainment of high rank and that positions of great responsibility stand high on the list of important goals. The majority of the officers (91%) considered that their chances are as goo as, or better than, most other officers in regard to getting to a position of high command. This would be indicative of two things, either the officers consider the Marine Corps promotion and assignment system fair and equitable, or each officer's own ego leads him to feel that he will succeed where others might fail. This point of view is also indicative of high morale.

This series of questions appears to be useful in the

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formulation of policies pertaining to pay, retirement, forced attrition and similar matters.

Respect and recognition are also important goals, as is indicated by the answers to the following question.

Question: How important will it be to you to get respect and recognition from other officers, high level commanders and civilians?

	Percentage saying		
	Other officers	High level commanders	Civilians
This will be my most important goal.	13	6	1
This will be a very important goal to me.	53	50	25
This goal will be fairly important to me.	26	33	31
This goal will not be so important to me.	7	10	30
This goal will not be important to me at all.	1	2	13

Although this particular question is not particularly pertinent to career planning as such, it does point up respect and recognition as an important consideration in terms of the goals of an individual. It is also interesting to note that insofar as respect and recognition by other officers is concerned it stands almost as high in terms of importance as the attainment of high rank.

Temperature Setting

	Others	Mid Level	Highline
	Mountains		
There will be at most temperatures past.	12	3	1
There will be a cold temperature past to-day.	29	80	48
There must will be fairly temperatures to-day.	91	84	70
There must will not be temperatures to-day.	4	16	26
There must will not.	1	3	12

Although this explanation sometimes is not sufficiently elaborate to assure clearness, it does serve to indicate the method and consultation as our Temperature computation is under way at the Mills at an initial. It is also interesting to observe that there tendency is thought not sometimes to other ill-made is presented it should always be kept in terms of the Temperature on the different mt high rear.

V. ATTITUDES REGARDING ASSIGNMENT IN RELATION TO FAMILY LIFE

In order to determine officer attitude toward assignments in relation to family life, a series of questions were asked as indicated below:

Question: How much of your career do you think you will be, or want to be, in an assignment which will let you be at home with your family?

	Percentage saying	
	Think you will be	Want to be
Practically all of it.	2	26
Most of it.	53	60
About half of it.	36	12
Less than half of it.	8	1
Practically none of it.	1	1

Question: How important will it be for you to get assignments which will let you spend as much time as possible at home with your family?

	Percentage saying
This would be my most important goal.	6
This goal would be very important to me.	53
This goal will be fairly important to me.	28
This goal would not be so important to me.	10

Exercise 6: Complex conditionals

To refer to variables within nested expressions in
order to evaluate to Tenth life, a series of variables name
spaced as indicated below:

Tenthlife: the sum of five values in the range 100 and 200,
or zero if, in an evaluation cycle all the five do not
contribute. One sum of five values in the range 100 and 200,

	Percentage saying
This goal would not be important to me at all.	3

Question: How much will it bother you if you are given assignments which let you spend very little time at home with your family?

	Percentage saying
I will submit my resignation from the service.	9
I will not resign, but it will bother me a great deal.	43
I will not resign, but it will bother me some.	36
It will not bother me much.	12

It is evident from the answers to the above questions that the factor of family life is an important one to the marine officers sampled. It is also evident that the officers would like to spend more time with their families than they think they are going to be able to. It is apparent that these attitudes are strongly held. In addition to these questions there were various other voluntary comments relative to family life which included such items as complaints about the need for frequent moving, inadequacy of quarters and complications in the education of children.

The family factor is, then, a very important one in career planning, but it is not one in which the Marine Corps has much choice. The policies and procedures relative to the rotation of marine officers were covered earlier in

Chapter V. The question of adequate and sufficient quarters is a problem which the Marine Corps has long recognized, but one that requires appropriations by the Congress to solve.

VI. ATTITUDES RELATIVE TO RANK EXPECTATIONS

An earlier question indicated that the officers in this sample consider rank an important goal in a career in the Marine Corps. In addition to knowing that rank is important, it is also valuable to know what rank each expects to attain. The following is a series of questions, together with the answers, pertaining to the attainment of rank.

Question: How high a rank do you think and will you want to have just before you retire?

Think you will have		Want to have
6%	Major	2%
23%	Lieutenant Colonel	6%
56%	Colonel	38%
15%	General	54%

Question: What rank do you think you will be capable of holding?

Major	1%
Lieutenant Colonel	3%
Colonel	35%
General	57%

Question: What is the lowest rank that would be necessary for you to have just before you retire in order to give you the feeling of a successful career?

Major	7%
Lieutenant Colonel	23%
Colonel	49%
General	21%

From the above series of questions it is interesting to note that the majority (58%) of the officers think they will attain the rank of colonel, although a majority (54%) would like to attain the rank of general. From a purely statistical point of view, based on the present authorized legal percentages of officers in each rank, it is theoretically possible for only 1.97% of a given group of newly commissioned officers to reach the rank of general and 15.7% to reach the rank of colonel. Of course, as the officer progresses up the rank hierarchy, his chances of reaching the top increases with each additional rank. In order to get a better idea of rank expectations, with present rank considered, the following questions were asked.

Question: If you stay in the Marine Corps until you retire, how high a rank do you think you will actually have just before you retire?

Present rank of respondent	Expected Rank			
	Maj.	Lt. Col.	Col.	General
2nd Lt.	19%	29%	42%	10%
1st Lt.	12	33	47	8
Captain	10	31	50	9
Major	1	12	72	15
Lt. Colonel	-	6	70	24
Colonel	-	-	78	22

Question: If you stay on in the Marine Corps until you retire, what would be the lowest rank necessary for you to have just before you retire in order to give you the feeling of a "successful career"?

Element	Oxidized Ions			
Name of Element	Sn^{2+}	Fe^{2+}	Cu^{+}	Ca^{2+}
Tin (Sn)	112	102	104	118
Iron (Fe)	74	62	64	78
Calcium	99	89	91	106
Sulfur	1	13	15	18
Copper (Cu)	—	4	11	24
Chromium	—	—	94	80

Present rank of respondent	Maj.	Lt. Col.	Col.	General
2nd Lt.	10%	35%	45%	10%
1st Lt.	14%	37%	40%	10%
Captain	8	25	50	17
Major	1	11	64	24
Lt. Col.	-	3	56	40
Colonel	-	-	48	52

It is evident from the answers to these two questions that as the officer progresses up the promotion ladder, his expectation of attaining high rank increases. And, of course, as was pointed out earlier, his chances increase. This is no conclusive answer to the question, however, as different officers hold different opinions, and for different reasons, regarding promotional opportunities. This poses quite a problem in regard to careers in the Marine Corps and the forced attrition factor in the promotion law obviously works against the realization of promotion on the part of the officers. Such conflict, however, is inevitable and no one would propose that all officers be promoted to the rank of general. It is believed that the tendency to desire and expect high rank is traceable, in a large part, to accelerated promotions during the war and present economic conditions. The solution to the problem seems to lie in the direction of a gradual educational process, designed to foster the attitude that a successful career in the Marine Corps does not necessarily terminate in the rank of general, but that a lesser rank, say lieutenant colonel, can be looked upon as a completely successful career, with any rank beyond this being exceptional.

VII. ATTITUDE TOWARD RETIREMENT

In order to obtain some idea as to retirement plans of officers sampled, the following question was asked.

Question: Do you intend to stay on in the service until you retire?

I intend to retire on the 20 year option	15%
I intend to retire on the 30 year option	47%
I do not intend to retire until I reach the statutory retirement age of 62.	13%
No, I do not intend to stay in.	1%
I have not yet decided	19%
Miscellaneous responses.	5%

The answers here give a good idea as to what the individual officer thinks relative to the number of years he would like to spend in the service. It is interesting to note that only 1% do not intend to stay in and that 75% indicate that they will stay in twenty years or longer. This information is of value in future planning relative to retirement policies.

VIII. SUMMARY

This sample of the attitudes of 401 marine officers, although enlightening, is not necessarily conclusive and caution must be exercised in interpreting the results. It is reasonably clear that officers who consider themselves to be following a technical (T) career feel that this career does not offer as much opportunity for advancement as does

XII. Miscellaneous Suggestions 191

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multiply decimal, the following modified set square.
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I am sure I can trace on this.
I intend to notice on the 31 Dec. office . . . 191

the operational (C) career. As to the correctness of this attitude, it would be difficult to give a conclusive answer without following the career of each individual officer in order to determine whether or not failure of promotion at any given time was the result of a particular career pattern. In order to equalize and provide for more rounded careers, the Marine Corps has recently developed a new policy for career assignment patterns, which should reduce to a minimum the chance of a highly specialized career for unrestricted officers. The salient aspects of this system were discussed in Chapter V.

As to the evaluation of goals, it was seen that the attainment of high rank is an important goal with a large percentage of the officers sampled. This, then, is an important factor in career planning and its solution is not an easy one. The distribution of officers within the rank structure, having inherently a broad base and a narrow apex, makes it impossible for all officers in the lower ranks to attain high rank. The solution seems to lie in the direction of educating the officer personnel that a successful career does not necessarily terminate in the rank of general.

The officer's attitudes toward assignment in relation to family life indicate that a majority of these officers consider being with their family an important goal. At the same time, they realize that they will not have the

opportunity of being with their family as much as they would like to be. Other comments in this respect brought out the factors of inadequate quarters, too frequent moves and educational difficulties with children. These, then, are important considerations in career planning and are problems to which the solution is not easily available.

It was seen that a majority of the officers (71%) expect to attain the rank of colonel and above but a still greater percentage (92%) would want to attain these ranks. Of these officers, 40% feel that they would have had a successful career if they reached the rank of colonel prior to retirement. It was brought out that theoretically only 15.7% of a given group of newly commissioned officers can expect to reach the rank of colonel in view of present percentage of officers authorized for each rank, and only 1.97% can expect to reach the rank of general. The chances of any individual officer within a particular group reaching a higher rank are, of course, increased when any officers of the group are retired for reasons other than failure of selection for promotion. In any case, this problem of desired attainment of high rank is a real one and not one that can be easily solved. The general direction of its solution was suggested earlier.

Finally, the question of when officers expect to retire was covered, and the majority (47%) indicated they intended to retire at the end of thirty years. This again poses a

real problem. It is similar to the problem of attainment of high rank, in that an officer must go up or out. In order to assure thirty years service, the rank of colonel must be reached. As was pointed out earlier, only 15.7% of an entering group are destined to become colonels.

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CHAPTER VIII

SUMMARY AND CONCLUSIONS

I. SUMMARY

Officer career planning involves many factors and problems, the majority of which are interrelated and intradependent. For the Marine Corps to manage the careers of its officers adequately it must first plan and develop a system of sources of entry and selection from which suitable officer candidates can be obtained. Unless initial selection is soundly conceived, there can be little hope of building a first rate organization. The sources of officer procurement for the Marine Corps are well developed and the selection process is highly competitive. The Corps has the additional problem of keeping these sources alive and of competing with business, industry, and the public service in attracting capable young men. This is, essentially, a "public relations" problem, but it also involves a continuing evaluation and adjustment of incentives such as pay, promotional possibilities, retirement benefits and other more intangible factors which an individual may consider in choosing a career.

For the Marine Corps to assign, train and promote its officers effectively, it is necessary that a classification system be designed which facilitates these processes. The Classification System in the Marine Corps has been developed

as a result of a careful study, utilizing the generally accepted procedures for good job analysis, and the resultant process of classification. The classification of officers, in accordance with rank, provides a definite promotion hierarchy. The classification, in terms of types of appointment and duties performed, facilitates the selection process and simplifies the overall assignment of officer personnel to various activities of the Marine Corps. The classification in accordance with qualifications facilitates assignments and training; and, should mobilization become necessary, vastly simplifies expansion from a peacetime cadre to a full wartime Marine Corps.

For the Marine Corps to assure that its officers are highly competent to serve effectively in the event of future war, it is necessary that these officers be developed through intelligently planned rotation of assignments so that each officer may become qualified for advancement to positions of increasing responsibility. This is the heart of career management. It is here that any planned management of an officer's career must take place. The Marine Corps' present policies and procedures relative to the assignment of officers are oriented toward elimination of repeated assignments to the same duty unless specialization in a single Military Occupational Specialty is indicated. In implementing this program, the Marine Corps is attempting to broaden the experience of a certain group of its

officers (unrestricted) and specialize the experience and training of certain others (supply and limited duty officers). A career assignment pattern has been established as a guide in assigning and reassigning newly commissioned unrestricted officers. The program outlines a pattern of assignments over a period of twenty years; beyond this no particular pattern is visualized. Certain difficulties are being encountered on assignment of newly commissioned officers to a one year required tour of duty in infantry. This particular policy is "flooding" the infantry field in the Fleet Marine Forces and is affecting the assignment of all officers. The solution of this problem is not an easy one. The Marine Corps must reexamine its policy relative to this particular assignment. One solution involves a reconsideration of the ratio of "infantry officers" and "infantry commanders" to the other specialties (engineer, tank, artillery, amphibious tractor and communications), and to the available billets in the Fleet Marine Force to train these officers. A reexamination of the Marine Corps' policy relative to classification of unrestricted officers also is necessary.

In order to attract men of high caliber to the Marine Corps as a career, the pay, promotion and retirement benefits are important considerations. As a result of recent legislation, the pay scales of officer personnel in the Marine Corps have been adjusted upward. The present pay compares favorably with civilian jobs of comparable duties

and responsibilities, but the ranges of pay in the various officer grades are much narrower than in comparable civilian jobs. The officer is restricted to the pay of his grade and the outstanding officer is paid no more than the worst officer of the same grade. Periodic increases, based on years of service, are provided for, and officers receive a considerable increase each time they are promoted. Officers in the Marine Corps, while well paid, cannot expect to reach salaries equivalent to those paid to top bracket civilian workers and executives even if they attain the highest rank.

Of particular importance to all officers is the factor of promotion. The system of promotion for officers in the Marine Corps is a highly competitive process involving selection for promotion by "selection boards", followed by professional and physical examinations. The ratio of the legal allowances of officers in the various grades establishes a rank pyramid with a broad base and narrow apex, which makes impossible the promotion of all officers in a lower grade to the next higher grade. A promotional flow chart graphically illustrates the number of officers of a given group who might normally expect to reach various ranks. A report of an investigation of the careers of Marine officers commissioned in 1920 lends further evidence to the "up or out" aspects of promotion in the Marine Corps, and the limited number of officers who will normally attain high rank.

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While some of the retirement provisions and benefits for officers are liberal, others force the "non-selected for promotion officer" out at an early stage, with severance pay only. The Marine Corps officer must remain physically fit, and under the "percentage of disability" provisions of the new law relative to retirement, the system is more restrictive than formerly. The idea behind the present law is that grievously disabled persons should receive proper compensation, while persons with little service and minor disabilities should receive correspondingly less pay.

An important element in any organization is the attitude of its personnel. Officers sampled in a recent survey consider a "technical" career inferior to an "operational" career. There was a feeling on the part of the officers who are now following a technical career but who would change to "operational" careers if they were to begin their careers over, that in "technical" careers there is less chance for advancement and less recognition. The majority of all officers sampled considered the attainment of high rank an important goal. The opportunity for family life is also a very important goal and the officers felt that they would not be able to spend as much time with their families as they would desire. The majority of the officers sampled intended to stay twenty or thirty years, and only one per cent did not intend to remain in the Marine Corps. A considerable larger percentage of officers believed they

would attain the ranks of colonel and general than is theoretically possible under the present promotional system.

II. CONCLUSIONS

The general conclusions that can be drawn from the foregoing discussion are:

1. The Marine Corps has a well developed system of diversified sources of officer procurement and selection for initial entry.

2. The Marine Corps system of officer classification and the classification of jobs is sufficiently well developed to provide a framework for assignment, training and promotion. However, the policy relative to classifying all unrestricted officers in primary Military Occupational Specialties within only six occupational fields, while probably desirable, is difficult to accomplish practically.

3. The Marine Corps system of rotation of the assignment of officers is definitely an attempt to manage the careers of each individual officer in terms of the needs of the Marine Corps and the preferences and qualifications of the officers concerned. The policies and methods for implementing the program are sound and workable. They involve training in combat organizations, various staff headquarters and other activities, together with periodic service-conducted schooling as well as civilian college training. The present plan is relatively new and sufficient data are

not now available to reach specific conclusions relative to its adequacy. It does appear, however, that with certain modifications (covered earlier) the Marine Corps will be able to manage the careers of the majority of its officers, at least up to twenty years of service.

4. Pay, promotion and retirement are important "career" considerations. These factors, however, are regulated by law and are ones over which the Marine Corps has little control. The pay of an officer now compares favorably with similar jobs in civilian employment. The promotion process is considerably different from that in business and industry and involves "forced out" provisions. Some of these provisions, while seemingly ruthless in nature, are necessary in order to keep the general average age of Marine Corps officers young, to allow for more rapid advancement of the better qualified officers, and to prevent the military job from becoming a sinecure. The tenure of an officer, in other words, is not assured. The Retirement provisions, on the other hand, are liberal in many respects. Severance pay is paid to those who are separated early, and retired pay to those who may be retired at later stages of their career.

In the final analysis it may be said that, while the Marine Corps does not provide a career of permanent and assured tenure for all its officers, it does provide equal opportunity, the road is open from junior to top positions, and the economic security provided compares favorably with

similar civilian positions. The Marine Corps is making a sincere effort to improve career planning and career possibilities, but it must be constantly borne in mind that for high morale it is necessary to consider the desires and ambitions of the individual officer as well as the needs of the service.

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APPENDICES

APPENDIX A

OFFICER OCCUPATIONAL FIELDS

U. S. MARINE CORPS

Code Symbol	Title
01	PERSONNEL AND ADMINISTRATION
02	INTELLIGENCE
03	INFANTRY
04	LOGISTICS
07	ANTIAIRCRAFT ARTILLERY
08	FIELD ARTILLERY
11	UTILITIES
12	ENGINEER
13	CONSTRUCTION AND EQUIPMENT
14	SURVEYING AND MAPPING
15	PRINTING AND REPRODUCTION
18	TANK AND AMPHIBIAN TRACTOR
21	WEAPONS REPAIR
22	FIRE CONTROL INSTRUMENT REPAIR
23	AMMUNITION AND EXPLOSIVE ORDNANCE DISPOSAL
25	OPERATIONAL COMMUNICATIONS
26	COMMUNICATION MATERIEL
27	ELECTRONICS

APPENDIX A

U. S. NAVAL DOWN
CATALOGUE DOCUMENT LISTING

Catalogue Code	Title
01	Management and Administration
02	Transportation
03	Impound
04	Photocopying
05	Multinational Facilities
06	Listed Facilities
07	Equipment
08	Communication and Control
09	Operational Communications
10	Engineering and Electronic Engineering Support
11	Life Control Impairment Repair
12	Nuclear Energy
13	Laser and Radiation Effects
14	Repairing and Refurbishing
15	Computing and Mathematical
16	Engineering
17	Facilities
18	Land and Aquatic Effects
19	Weapons Safety
20	Life Control Impairment Repair
21	Nuclear Energy
22	Laser and Radiation Effects
23	Repairing and Refurbishing
24	Computing and Mathematical
25	Engineering
26	Facilities
27	Land and Aquatic Effects
28	Weapons Safety
29	Life Control Impairment Repair
30	Nuclear Energy
31	Laser and Radiation Effects
32	Repairing and Refurbishing
33	Computing and Mathematical
34	Engineering
35	Facilities
36	Land and Aquatic Effects
37	Weapons Safety
38	Life Control Impairment Repair
39	Nuclear Energy
40	Laser and Radiation Effects
41	Repairing and Refurbishing
42	Computing and Mathematical
43	Engineering
44	Facilities
45	Land and Aquatic Effects
46	Weapons Safety
47	Life Control Impairment Repair
48	Nuclear Energy
49	Laser and Radiation Effects
50	Repairing and Refurbishing
51	Computing and Mathematical
52	Engineering
53	Facilities
54	Land and Aquatic Effects
55	Weapons Safety
56	Life Control Impairment Repair
57	Nuclear Energy
58	Laser and Radiation Effects
59	Repairing and Refurbishing
60	Computing and Mathematical
61	Engineering
62	Facilities
63	Land and Aquatic Effects
64	Weapons Safety
65	Life Control Impairment Repair
66	Nuclear Energy
67	Laser and Radiation Effects
68	Repairing and Refurbishing
69	Computing and Mathematical
70	Engineering
71	Facilities
72	Land and Aquatic Effects
73	Weapons Safety
74	Life Control Impairment Repair
75	Nuclear Energy
76	Laser and Radiation Effects
77	Repairing and Refurbishing
78	Computing and Mathematical
79	Engineering
80	Facilities
81	Land and Aquatic Effects

OFFICER OCCUPATIONAL FIELDS

U. S. MARINE CORPS (continued)

Code Symbol	Title
30	SUPPLY ADMINISTRATION, ACCOUNTING, AND STOCK CONTROL
31	SUPPLY PROCUREMENT, WAREHOUSING, SHIPPING, AND RECEIVING
32	SUPPLY SERVICES
33	FOOD SERVICES
34	DISBURSING
35	MOTOR TRANSPORT
36	STEWARD
40	MACHINE ACCOUNTING
41	POST EXCHANGE
43	PUBLIC INFORMATION
46	PHOTOGRAPHY
49	TRAINING AIDS
52	SPECIAL SERVICES
55	BAND
56	GUIDED MISSILE
57	CHEMICAL WARFARE AND RADIOLOGICAL SAFETY
58	SECURITY AND GUARD
64	AIRCRAFT MAINTENANCE AND REPAIR
65	AVIATION ORDNANCE

Error Code	Title
20	Object Not Found, Permission Denied, or Invalid Name
21	Bad Parameter
22	Invalid Operation
23	Overflow
24	Division by Zero
25	Bad Index
26	Index Out of Range
27	Invalid Operation
28	Invalid Operation
29	Invalid Operation
30	Invalid Operation
31	Invalid Operation
32	Invalid Operation
33	Invalid Operation
34	Invalid Operation
35	Invalid Operation
36	Invalid Operation
37	Invalid Operation
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44	Invalid Operation
45	Invalid Operation
46	Invalid Operation
47	Invalid Operation
48	Invalid Operation
49	Invalid Operation

OFFICER OCCUPATIONAL FIELDS

U. S. MARINE CORPS (continued)

Code Symbol	Title
66	AVIATION ELECTRONICS
67	AIR CONTROL
68	AEROLOGY
69	AVIATION SYNTHETIC TRAINING DEVICES
70	AVIATION OPERATIONS AND INTELLIGENCE
71	FLIGHT EQUIPMENT
73	PILOT
99	IDENTIFICATION MOS'S

The above Officer Occupational Fields taken from MOS Manual. NAVMC 1008-PD, revised; U. S. Marine Corps, 1949.

E. G. MARINE CODES (continued)

Code Number	Title
60	VALIDATOR RECALIBRATE
61	AIR COMPRC
62	REMOTECK
63	VALIDATION MECHANICAL INTERIOR HEATERS
64	VALIDATION CONVERSIONS AND INSTRUCTIONS
65	FLOOR EQUIPMENT
66	FLOOR
67	INSTALLATION NOR'S

The above Driller Documentation Fields taken from
NOS Manual: Form 7009-69, revised; D. G. Marine
Corps, 1969.

APPENDIX B

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS

A. CATEGORY I - MOS's suitable as the primary MOS of a regular unrestricted officer

CODE NO.	MOS TITLE
0301	BASIC INFANTRY OFFICER.
0302	INFANTRY OFFICER.
0801	BASIC FIELD ARTILLERY OFFICER.
0802	FIELD ARTILLERY OFFICER.
1301	BASIC ENGINEER OFFICER.
1302	ENGINEER OFFICER.
1801	BASIC TANK AND AMPHIBIAN TRACTOR OFFICER.
1802	TANK OFFICER.
1803	AMPHIBIAN TRACTOR OFFICER.
2501	BASIC COMMUNICATION OFFICER.
2502	COMMUNICATION OFFICER.
7301	BASIC PILOT (OFFICER).
7302	PILOT, VMF (OFFICER).
7303	PILOT, VMF (N) (OFFICER)
7304	PILOT, VMR (OFFICER).
9901	BASIC OFFICER.
9902	COLONEL.
9903	GENERAL OFFICER.

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

B. CATEGORY II - MOS's suitable as the primary MOS of a regular limited duty officer

CODE NO.	MOS TITLE
0105	ADMINISTRATIVE OFFICER.
0110	PERSONNEL CLASSIFICATION AND ASSIGNMENT OFFICER.
0130	ADJUTANT.
0240	PHOTO-INTERPRETATION OFFICER.
0407	ORDNANCE OFFICER.
1110	UTILITIES OFFICER.
1310	ENGINEER EQUIPMENT OFFICER.
1360	CONSTRUCTION OFFICER.
1430	RELIEF MAPPING OFFICER.
1440	MAPPING OFFICER.
1510	PRINTING OFFICER.
1530	REPRODUCTION OFFICER.
2610	RADIO OFFICER.
2630	WIRE OFFICER.
2710	RADAR OFFICER.
3005	SUPPLY STATUS OFFICER.
3008	PUBLICATIONS DISTRIBUTION OFFICER.
3009	INDUSTRIAL RELATIONS OFFICER.
3010	UNIT SUPPLY OFFICER.
3015	GENERAL PROPERTY SUPPLY OFFICER.
3020	ORDNANCE SUPPLY OFFICER.

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0010	[illegible]
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9960	[illegible]
9970	[illegible]
9980	[illegible]
9990	[illegible]

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

B. CATEGORY II - MOS 's suitable as the primary MOS of a regular limited duty officer (continued)

CODE NO.	MOS TITLE
3025	ENGINEER SUPPLY OFFICER.
3030	ELECTRONICS SUPPLY OFFICER.
3035	MOTOR TRANSPORT SUPPLY OFFICER.
3045	CLOTHING SUPPLY OFFICER.
3050	COMMISSARY SUPPLY OFFICER.
3060	AVIATION SUPPLY OFFICER.
3075	AUDIT AND INVENTORY OFFICER.
3080	PLANT ACCOUNT OFFICER.
3140	FREIGHT TRANSPORTATION OFFICER.
3150	PURCHASING AND CONTRACTING OFFICER.
3340	FOOD INSPECTOR.
3405	DISBURSING OFFICER.
3520	MOTOR TRANSPORT OFFICER.
4010	MACHINE ACCOUNTING OFFICER.
4130	POST EXCHANGE OFFICER.
6410	AIRCRAFT MAINTENANCE AND REPAIR OFFICER.
6510	AVIATION ORDNANCE OFFICER.
6610	AVIATION ELECTRONICS OFFICER.
6710	AIR CONTROL OFFICER.
6810	AEROLOGY OFFICER.
6910	AVIATION SYNTHETIC TRAINING DEVICES OFFICER.
7010	AVIATION INTELLIGENCE OFFICER.

Appendix [illegible] Error Messages (continued)

Error Code	Error Message
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

B. CATEGORY II - MOS's suitable as the primary MOS of a regular limited duty officer (continued)

CODE NO.	MOS TITLE
7040	OPERATIONS OFFICER, AIR FIELD.
7110	FLIGHT EQUIPMENT OFFICER.

C. CATEGORY III - MOS's suitable as the primary MOS of a regular warrant or commissioned warrant officer

0105	ADMINISTRATIVE OFFICER.
0110	PERSONNEL CLASSIFICATION AND ASSIGNMENT OFFICER.
0130	ADJUTANT.
0150	POSTAL OFFICER.
0210	COUNTERINTELLIGENCE OFFICER.
0230	INTELLIGENCE OFFICER.
0240	PHOTO-INTERPRETATION OFFICER.
0310	INFANTRY MARINE GUNNER.
0410	SHORE PARTY OFFICER.
0430	TRANSPORT QUARTERMASTER.
0440	LOGISTICS ADMINISTRATIVE OFFICER.
0710	ANTIAIRCRAFT ARTILLERY MARINE GUNNER.
0810	FIELD ARTILLERY MARINE GUNNER.
0840	NAVAL GUNFIRE OFFICER.
1110	UTILITIES OFFICER.
1310	ENGINEER EQUIPMENT OFFICER.
1360	CONSTRUCTION OFFICER.

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

C. CATEGORY III- MOS's suitable as the primary MOS of a regular warrant or commissioned warrant officer (continued)

CODE NO.	MOS TITLE
1430	RELIEF MAPPING OFFICER.
1440	MAPPING OFFICER.
1510	PRINTING OFFICER.
1530	REPRODUCTION OFFICER.
1810	TANK AND AMPHIBIAN TRACTOR MARINE GUNNER.
1840	TANK MAINTENANCE OFFICER.
1870	AMPHIBIAN TRACTOR MAINTENANCE OFFICER.
2110	WEAPONS REPAIR OFFICER.
2310	ANTIAIRCRAFT ARTILLERY FIRE CONTROL EQUIPMENT REPAIR OFFICER.
2330	OPTICAL INSTRUMENT AND TIMEPIECE REPAIR OFFICER.
2510	AMMUNITION OFFICER.
2530	EXPLOSIVE ORDNANCE DISPOSAL OFFICER.
2520	ASSISTANT COMMUNICATION OFFICER.
2610	RADIO OFFICER.
2630	WIRE OFFICER.
2710	RADAR OFFICER.
3005	SUPPLY STATUS OFFICER.
3006	PUBLICATIONS DISTRIBUTION OFFICER.
3007	SAFETY OFFICER.
3010	UNIT SUPPLY OFFICER.
3015	GENERAL PROPERTY SUPPLY OFFICER.

Appendix A: Error Codes (Continued)

Error Codes (Continued)

Error No.	Error Message
1000	Error during initialization.
1010	Error during initialization.
1020	Error during initialization.
1030	Error during initialization.
1040	Error during initialization.
1050	Error during initialization.
1060	Error during initialization.
1070	Error during initialization.
1080	Error during initialization.
1090	Error during initialization.
1100	Error during initialization.
1110	Error during initialization.
1120	Error during initialization.
1130	Error during initialization.
1140	Error during initialization.
1150	Error during initialization.
1160	Error during initialization.
1170	Error during initialization.
1180	Error during initialization.
1190	Error during initialization.
1200	Error during initialization.
1210	Error during initialization.
1220	Error during initialization.
1230	Error during initialization.
1240	Error during initialization.
1250	Error during initialization.
1260	Error during initialization.
1270	Error during initialization.
1280	Error during initialization.
1290	Error during initialization.
1300	Error during initialization.
1310	Error during initialization.
1320	Error during initialization.
1330	Error during initialization.
1340	Error during initialization.
1350	Error during initialization.
1360	Error during initialization.
1370	Error during initialization.
1380	Error during initialization.
1390	Error during initialization.
1400	Error during initialization.
1410	Error during initialization.
1420	Error during initialization.
1430	Error during initialization.
1440	Error during initialization.
1450	Error during initialization.
1460	Error during initialization.
1470	Error during initialization.
1480	Error during initialization.
1490	Error during initialization.
1500	Error during initialization.
1510	Error during initialization.
1520	Error during initialization.
1530	Error during initialization.
1540	Error during initialization.
1550	Error during initialization.
1560	Error during initialization.
1570	Error during initialization.
1580	Error during initialization.
1590	Error during initialization.
1600	Error during initialization.
1610	Error during initialization.
1620	Error during initialization.
1630	Error during initialization.
1640	Error during initialization.
1650	Error during initialization.
1660	Error during initialization.
1670	Error during initialization.
1680	Error during initialization.
1690	Error during initialization.
1700	Error during initialization.
1710	Error during initialization.
1720	Error during initialization.
1730	Error during initialization.
1740	Error during initialization.
1750	Error during initialization.
1760	Error during initialization.
1770	Error during initialization.
1780	Error during initialization.
1790	Error during initialization.
1800	Error during initialization.
1810	Error during initialization.
1820	Error during initialization.
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1840	Error during initialization.
1850	Error during initialization.
1860	Error during initialization.
1870	Error during initialization.
1880	Error during initialization.
1890	Error during initialization.
1900	Error during initialization.
1910	Error during initialization.
1920	Error during initialization.
1930	Error during initialization.
1940	Error during initialization.
1950	Error during initialization.
1960	Error during initialization.
1970	Error during initialization.
1980	Error during initialization.
1990	Error during initialization.
2000	Error during initialization.
2010	Error during initialization.
2020	Error during initialization.
2030	Error during initialization.
2040	Error during initialization.
2050	Error during initialization.
2060	Error during initialization.
2070	Error during initialization.
2080	Error during initialization.
2090	Error during initialization.
2100	Error during initialization.
2110	Error during initialization.
2120	Error during initialization.
2130	Error during initialization.
2140	Error during initialization.
2150	Error during initialization.
2160	Error during initialization.
2170	Error during initialization.
2180	Error during initialization.
2190	Error during initialization.
2200	Error during initialization.
2210	Error during initialization.
2220	Error during initialization.
2230	Error during initialization.
2240	Error during initialization.
2250	Error during initialization.
2260	Error during initialization.
2270	Error during initialization.
2280	Error during initialization.
2290	Error during initialization.
2300	Error during initialization.
2310	Error during initialization.
2320	Error during initialization.
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2350	Error during initialization.
2360	Error during initialization.
2370	Error during initialization.
2380	Error during initialization.
2390	Error during initialization.
2400	Error during initialization.
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2440	Error during initialization.
2450	Error during initialization.
2460	Error during initialization.
2470	Error during initialization.
2480	Error during initialization.
2490	Error during initialization.
2500	Error during initialization.
2510	Error during initialization.
2520	Error during initialization.
2530	Error during initialization.
2540	Error during initialization.
2550	Error during initialization.
2560	Error during initialization.
2570	Error during initialization.
2580	Error during initialization.
2590	Error during initialization.
2600	Error during initialization.
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2700	Error during initialization.
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2750	Error during initialization.
2760	Error during initialization.
2770	Error during initialization.
2780	Error during initialization.
2790	Error during initialization.
2800	Error during initialization.
2810	Error during initialization.
2820	Error during initialization.
2830	Error during initialization.
2840	Error during initialization.
2850	Error during initialization.
2860	Error during initialization.
2870	Error during initialization.
2880	Error during initialization.
2890	Error during initialization.
2900	Error during initialization.
2910	Error during initialization.
2920	Error during initialization.
2930	Error during initialization.
2940	Error during initialization.
2950	Error during initialization.
2960	Error during initialization.
2970	Error during initialization.
2980	Error during initialization.
2990	Error during initialization.
3000	Error during initialization.
3010	Error during initialization.
3020	Error during initialization.
3030	Error during initialization.
3040	Error during initialization.
3050	Error during initialization.
3060	Error during initialization.
3070	Error during initialization.
3080	Error during initialization.
3090	Error during initialization.
3100	Error during initialization.
3110	Error during initialization.
3120	Error during initialization.
3130	Error during initialization.
3140	Error during initialization.
3150	Error during initialization.
3160	Error during initialization.
3170	Error during initialization.
3180	Error during initialization.
3190	Error during initialization.
3200	Error during initialization.
3210	Error during initialization.
3220	Error during initialization.
3230	Error during initialization.
3240	Error during initialization.
3250	Error during initialization.
3260	Error during initialization.
3270	Error during initialization.
3280	Error during initialization.
3290	Error during initialization.
3300	Error during initialization.
3310	Error during initialization.
3320	Error during initialization.
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3360	Error during initialization.
3370	Error during initialization.
3380	Error during initialization.
3390	Error during initialization.
3400	Error during initialization.
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3450	Error during initialization.
3460	Error during initialization.
3470	Error during initialization.
3480	Error during initialization.
3490	Error during initialization.
3500	Error during initialization.
3510	Error during initialization.
3520	Error during initialization.
3530	Error during initialization.
3540	Error during initialization.
3550	Error during initialization.
3560	Error during initialization.
3570	Error during initialization.
3580	Error during initialization.
3590	Error during initialization.
3600	Error during initialization.
3610	Error during initialization.
3620	Error during initialization.
3630	Error during initialization.
3640	Error during initialization.
3650	Error during initialization.
3660	Error during initialization.
3670	Error during initialization.
3680	Error during initialization.
3690	Error during initialization.
3700	Error during initialization.
3710	Error during initialization.
3720	Error during initialization.
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3740	Error during initialization.
3750	Error during initialization.
3760	Error during initialization.
3770	Error during initialization.
3780	Error during initialization.
3790	Error during initialization.
3800	Error during initialization.
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3840	Error during initialization.
3850	Error during initialization.
3860	Error during initialization.
3870	Error during initialization.
3880	Error during initialization.
3890	Error during initialization.
3900	Error during initialization.
3910	Error during initialization.
3920	Error during initialization.
3930	Error during initialization.
3940	Error during initialization.
3950	Error during initialization.
3960	Error during initialization.
3970	Error during initialization.
3980	Error during initialization.
3990	Error during initialization.
4000	Error during initialization.
4010	Error during initialization.
4020	Error during initialization.
4030	Error during initialization.
4040	Error during initialization.
4050	Error during initialization.
4060	Error during initialization.
4070	Error during initialization.
4080	Error during initialization.
4090	Error during initialization.
4100	Error during initialization.
4110	Error during initialization.
4120	Error during initialization.
4130	Error during initialization.
4140	Error during initialization.
4150	Error during initialization.
4160	Error during initialization.
4170	Error during initialization.
4180	Error during initialization.
4190	Error during initialization.
4200	Error during initialization.
4210	Error during initialization.
4220	Error during initialization.
4230	Error during initialization.
4240	Error during initialization.
4250	Error during initialization.
4260	Error during initialization.
4270	Error during initialization.
4280	Error during initialization.
4290	Error during initialization.
4300	Error during initialization.
4310	Error during initialization.
4320	Error during initialization.
4330	Error during initialization.
4340	Error during initialization.
4350	Error during initialization.
4360	Error during initialization.
4370	Error during initialization.
4380	Error during initialization.
4390	Error during initialization.
4400	Error during initialization.
4410	Error during initialization.
4420	Error during initialization.
4430	Error during initialization.
4440	Error during initialization.
4450	Error during initialization.
4460	Error during initialization.
4470	Error during initialization.
4480	Error during initialization.
4490	Error during initialization.
4500	Error during initialization.
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4560	Error during initialization.
4570	Error during initialization.
4580	Error during initialization.
4590	Error during initialization.
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4620	Error during initialization.
4630	Error during initialization.
4640	Error during initialization.
4650	Error during initialization.
4660	Error during initialization.
4670	Error during initialization.
4680	Error during initialization.
4690	Error during initialization.
4700	Error during initialization.
4710	Error during initialization.
4720	Error during initialization.
4730	Error during initialization.
4740	Error during initialization.
4750	Error during initialization.
4760	Error during initialization.
4770	Error during initialization.
4780	Error during initialization.
4790	Error during initialization.
4800	Error during initialization.
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4880	Error during initialization.
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4940	Error during initialization.
4950	Error during initialization.
4960	Error during initialization.
4970	Error during initialization.
4980	Error during initialization.
4990	Error during initialization.
5000	Error during initialization.
5010	Error during initialization.
5020	Error during initialization.
5030	Error during initialization.
5040	Error during initialization.
5050	Error during initialization.
5060	Error during initialization.
5070	Error during initialization.
5080	Error during initialization.
5090	Error during initialization.
5100	Error during initialization.
5110	Error during initialization.
5120	Error during initialization.
5130	Error during initialization.
5140	Error during initialization.
5150	Error during initialization.
5160	Error during initialization.
5170	Error during initialization.
5180	Error during initialization.
5190	Error during initialization.
5200	Error during initialization.
5210	Error during initialization.
5220	Error during initialization.
5230	Error during initialization.
5240	Error during initialization.
5250	Error during initialization.
5260	Error during initialization.
5270	Error during initialization.
5280	Error during initialization.
5290	Error during initialization.
5300	Error during initialization.
5310	Error during initialization.
5320	Error during initialization.
5330	Error during initialization.
5340	Error during initialization.
5350	Error during initialization.
5360	Error during initialization.
5370	Error during initialization.
5380	Error during initialization.
5390	Error during initialization.
5400	Error during initialization.
5410	Error during initialization.
5420	Error during initialization.
5430	Error during initialization.
5440	Error during initialization.
5450	Error during initialization.
5460	Error during initialization.
5470	Error during initialization.
5480	Error during initialization.
5490	Error during initialization.
5500	Error during initialization.
5510	Error during initialization.
5520	Error during initialization.
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5540	Error during initialization.
5550	Error during initialization.
5560	Error during initialization.
5570	Error during initialization.
5580	Error during initialization.
5590	Error during initialization.
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5670	Error during initialization.
5680	Error during initialization.
5690	Error during initialization.
5700	Error during initialization.
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5880	Error during initialization.
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5900	Error during initialization.
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5920	Error during initialization.
5930	Error during initialization.
5940	Error during initialization.
5950	Error during initialization.
5960	Error during initialization.
5970	Error during initialization.
5980	Error during initialization.
5990	Error during initialization.
6000	Error during initialization.
6010	Error during initialization.
6020	Error during initialization.
6030	Error during initialization.
6040	Error during initialization.
6050	Error during initialization.
6060	Error during initialization.
6070	Error during initialization.
6080	Error during initialization.
6090	Error during initialization.
6100	Error during initialization.
6110	Error during initialization.
6120	Error during initialization.
6130	Error during initialization.
6140	Error during initialization.
6150	Error during initialization.
6160	Error during initialization.
6170	Error during initialization.
6180	Error during initialization.
6190	Error during initialization.
6200	Error during initialization.
6210	Error during initialization.
6220	Error during initialization.
6230	Error during initialization.
6240	Error during initialization.
6250	Error during initialization.
6260	Error during initialization.
6270	Error during initialization.
6280	Error during initialization.
6290	Error during initialization.
6300	Error during initialization.
6310	Error during initialization.
6320	Error during initialization.
6330	Error during initialization.
6340	Error during initialization.
6350	Error during initialization.
6360	Error during initialization.
6370	Error during initialization.
6380	Error during initialization.
6390	Error during initialization.
6400	Error during initialization.
6410	Error during initialization.
6420	Error during initialization.
6430	Error during initialization.
6440	Error during initialization.
6450	Error during initialization.
6460	Error during initialization.
6470	Error during initialization.
6480	Error during initialization.
6490	Error during initialization.
6500	Error during initialization.
6510	Error during initialization.
6520	Error during initialization.
6530	Error during initialization.
6540	Error during initialization.
6550	Error during initialization.
6560	Error during initialization.
6570	Error during initialization.
6580	Error during initialization.
6590	Error during initialization.
6600	Error during initialization.
6610	Error during initialization.
6620	Error during initialization.
6630	Error during initialization.
6640	Error during initialization.
6650	Error during initialization.
6660	Error during initialization.
6670	Error during initialization.
6680	Error during initialization.
6690	Error during initialization.
6700	Error during initialization.
6710	Error during initialization.
6720	Error during initialization.
6730	Error during initialization.
6740	Error during initialization.
6750	Error during initialization.
6760	Error during initialization.
6770	Error during initialization.
6780	Error during initialization.
6790	Error during initialization.
6800	Error during initialization.
6810	Error during initialization.
6820	Error during initialization.
6830	Error during initialization.
6840	Error during initialization.
6850	Error during initialization.
6860	Error during initialization.
6870	Error during initialization.
6880	Error during initialization.
6890	Error during initialization.
6900	Error during initialization.
6910	Error during initialization.
6920	Error during initialization.
6930	Error during initialization.
6940	Error during initialization.
6950	Error during initialization.
6960	Error during initialization.
6970	Error during initialization.
6980	Error during initialization.
6990	Error during initialization.
7000	Error during initialization.
7010	Error during initialization.
7020	Error during initialization.
7030	Error during initialization.
7040	Error during initialization.
7050	Error during initialization.
7060	Error during initialization.
7070	Error during initialization.
7080	Error during initialization.
7090	Error during initialization.
7100	Error during initialization.
7110	Error during initialization.
7120	Error during initialization.
7130	Error during initialization.
7140	Error during initialization.
7150	Error during initialization.
7160	Error during initialization.
7170	Error during initialization.
7180	Error during initialization.
7190	Error during initialization.
7200	Error during initialization.
7210	Error during initialization.
7220	Error during initialization.
7230	Error during initialization.
7240	Error during initialization.
7250	Error during initialization.
7260	Error during initialization.
7270	Error during initialization.
7280	Error during initialization.
7290	Error during initialization.
7300	Error during initialization.
7310	Error during initialization.
7320	Error during initialization.
7330	Error during initialization.
7340	Error during initialization.
7350	Error during initialization.
7360	Error during initialization.
7370	Error during initialization.
7380	Error during initialization.
7390	Error during initialization.
7400	Error during initialization.
7410	Error during initialization.
7420	Error during initialization.
7430	Error during initialization.
7440	Error during initialization.
7450	Error during initialization.
7460	Error during initialization.
7470	Error during initialization.
7480	Error during initialization.
7490	Error during initialization.
7500	Error during initialization.
7510	Error during initialization.
7520	Error during initialization.
7530	Error during initialization.
7540	Error during initialization.
7550	Error during initialization.
7560	Error during initialization.
7570	Error during initialization.
7580	Error during initialization.
7590	Error during initialization.
7600	Error during initialization.
7610	Error during initialization.
7620	Error during initialization.
7630	Error during initialization.
7640	Error during initialization.
7650	Error during initialization.
7660	Error during initialization.
7670	Error during initialization.
7680	Error during initialization.
7690	Error during initialization.
7700	Error during initialization.
7710	Error during initialization.
7720	Error during initialization.
7730	Error during initialization.
7740	Error during initialization.
7750	Error during initialization.
7760	Error during initialization.
7770	Error during initialization.
7780	Error during initialization.
7790	Error during initialization.
7800	Error during initialization.
7810	Error during initialization.
7820	Error during initialization.
7830	Error during initialization.
7840	Error during initialization.
7850	Error during initialization.
7860	Error during initialization.
7870	Error during initialization.
7880	Error during initialization.
7890	Error during initialization.
7900	Error during initialization.
7910	Error during initialization.
7920	Error during initialization.
7930	Error during initialization.
7940	Error during initialization.
7950	Error during initialization.
7960	Error during initialization.
7970	Error during initialization.
7980	Error during initialization.
7990	Error during initialization.
8000	Error during initialization.
8010	Error during initialization.
8020	Error during initialization.
8030	Error during initialization.
8040	Error during initialization.
8050	Error during initialization.
8060	Error during initialization.
8070	Error during initialization.
8080	Error during initialization.
8090	Error during initialization.
8100	Error during initialization.
8110	Error during initialization.
8120	Error during initialization.
8130	Error during initialization.
8140	Error during initialization.
8150	Error during initialization.
8160	Error during initialization.
8170	Error during initialization.
8180	Error during initialization.
8190	Error during initialization.
8200	Error during initialization.
8210	Error during initialization.
8220	Error during initialization.
8230	Error during initialization.
8240	Error during initialization.
8250	Error during initialization.
8260	Error during initialization.
8270	Error during initialization.
8280	Error during initialization.
8290	Error during initialization.
8300	Error during initialization.
8310	Error during initialization.
8320	Error during initialization.
8330	Error during initialization.
8340	Error during initialization.
8350	Error during initialization.
8360	Error during initialization.
8370	Error during initialization.
8380	Error during initialization.
8390	Error during initialization.
8400	Error during initialization.
8410	Error during initialization.
8420	Error during initialization.
8430	Error during initialization.
8440	Error during initialization.
8450	Error during initialization.
8460	Error during initialization.
8470	Error during initialization.
8480	Error during initialization.
8490	Error during initialization.
8500	Error during initialization.
8510	Error during initialization.
8520	Error during initialization.
8530	Error during initialization.
8540	Error during initialization.
8550	Error during initialization.
8560	Error during initialization.
8570	Error during initialization.
8580	Error during initialization.
8590	Error during initialization.
8600	Error during initialization.
8610	Error during initialization.
8620	Error during initialization.
8630	Error during initialization.
8640	Error during initialization.
8650	Error during initialization.
8660	Error during initialization.
8670	Error during initialization.
8680	Error during initialization.
8690	Error during initialization.
8700	Error during initialization.
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8730	Error during initialization.
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8790	Error during initialization.
8800	Error during initialization.
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8880	Error during initialization.
8890	Error during initialization.
8900	Error during initialization.
8910	Error during initialization.
8920	Error during initialization.
8930	Error during initialization.
8940	Error during initialization.
8950	Error during initialization.
8960	Error during initialization.
8970	Error during initialization.
8980	Error during initialization.
8990	Error during initialization.
9000	Error during initialization.
9010	Error during initialization.
9020	Error during initialization.
9030	Error during initialization.
9040	Error during initialization.
9050	Error during initialization.
9060	Error during initialization.
9070	Error during initialization.
9080	Error during initialization.
9090	Error during initialization.
9100	Error during initialization.
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9120	Error during initialization.
9130	Error during initialization.
9140	Error during initialization.
9150	Error during initialization.
9160	Error during initialization.
9170	Error during initialization.
9180	Error during initialization.
9190	Error during initialization.
9200	Error during initialization.
9210	Error during initialization.
9220	Error during initialization.
9230	Error during initialization.
9240	Error during initialization.
9250	Error during initialization.
9260	Error during initialization.
9270	Error during initialization.
9280	Error during initialization.
9290	Error during initialization.
9300	Error during initialization.
9310	Error during initialization.
9320	Error during initialization.
9330	Error during initialization.
9340	Error during initialization.
9350	Error during initialization.
9360	Error during initialization.
9370	Error during initialization.
9380	Error during initialization.
9390	Error during initialization.
9400	Error during initialization.
9410	Error during initialization.
9420	Error during initialization.
9430	Error during initialization.
9440	Error during initialization.
9450	Error during initialization.
9460	Error during initialization.
9470	Error during initialization.
9480	Error during initialization.
9490	Error during initialization.
9500	Error during initialization.
9510	Error during initialization.
9520	Error during initialization.
9530	Error during initialization.
9540	Error during initialization.
9550	Error during initialization.
9560	Error during initialization.
9570	Error during initialization.
9580	Error during initialization.
9590	Error during initialization.
9600	Error during initialization.
9610	Error during initialization.
9620	Error during initialization.
9630	Error during initialization.
9640	Error during initialization.
9650	Error during initialization.
9660	Error during initialization.
9670	Error during initialization.
9680	Error during initialization.
9690	Error during initialization.
9700	Error during initialization.
9710	Error during initialization.
9720	Error during initialization.
9730	Error during initialization.
9740	Error during initialization.
9750	Error during initialization.
9760	Error during initialization.
9770	Error during initialization.
9780	Error during initialization.
9790	Error during initialization.
9800	Error during initialization.
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9850	Error during initialization.
9860	Error during initialization.
9870	Error during initialization.
9880	Error during initialization.
9890	Error during initialization.
9900	Error during initialization.
9910	Error during initialization.
9920	Error during initialization.
9930	Error during initialization.
9940	Error during initialization.
9950	Error during initialization.
9960	Error during initialization.
9970	Error during initialization.
9980	Error during initialization.
9990	Error during initialization.

C. CATEGORY III - MOS's suitable as the primary MOS of a regular warrant or commissioned warrant officer (continued)

CODE NO.	MOS TITLE
3030	ORDNANCE SUPPLY OFFICER.
3035	ENGINEER SUPPLY OFFICER.
3036	ELECTRONICS SUPPLY OFFICER.
3035	MOTOR TRANSPORT SUPPLY OFFICER.
3045	CLOTHING SUPPLY OFFICER.
3050	COMMISSARY SUPPLY OFFICER.
3060	AVIATION SUPPLY OFFICER.
3075	AUDIT AND INVENTORY OFFICER.
3080	PLANT ACCOUNT OFFICER.
3110	WAREHOUSING OFFICER.
3140	FREIGHT TRANSPORTATION OFFICER.
3160	PURCHASING AND CONTRACTING OFFICER.
3810	SALVAGE OFFICER.
3860	LAUNDRY OFFICER.
3870	AIR DELIVERY OFFICER.
3310	BAKERY OFFICER.
3340	FOOD DIRECTOR.
3360	MESS OFFICER.
3410	ASSISTANT DISBURSING OFFICER.
3510	MOTOR TRANSPORT MAINTENANCE OFFICER.
3520	MOTOR TRANSPORT OFFICER.

C. CATEGORY III - MOS's suitable as the primary MOS of a regular warrant or commissioned warrant officer (continued)

CODE NO.	MOS TITLE
3560	AMPHIBIAN TRUCK OFFICER.
3610	STEWARD OFFICER.
4010	MACHINE ACCOUNTING OFFICER.
4110	AUDITING OFFICER.
4130	POST EXCHANGE OFFICER.
4310	PUBLIC INFORMATION OFFICER.
4610	PHOTOGRAPHIC OFFICER.
4660	MOTION PICTURE PRODUCTION OFFICER.
4910	TRAINING AIDS OFFICER.
4960	RANGE OFFICER.
5208	CLUB MANAGER.
5210	CORRESPONDENCE SCHOOL OFFICER.
5230	SPECIAL SERVICES OFFICER.
5510	BAND OFFICER.
5610	MISSILE GUNNERY OFFICER.
5630	MISSILE GUIDANCE OFFICER.
5640	MISSILE PROPULSION OFFICER.
5710	CHEMICAL WARFARE AND RADIOLOGICAL SAFETY OFFICER.
5810	CORRECTIVE SERVICES OFFICER.
5840	MILITARY POLICE OFFICER.
5860	FIRE MARSHAL.

CODE NO.	DEC CODES
0000	NULL CHARACTER.
0001	CONTROL LOCKOUT MODIFIER.
0002	ACKNOWLEDGE CHARACTER (ACK).
0003	"CHARACTER VALIDITY CHECK"
0004	CONTROL CHARACTER (CC).
0005	CONTROL ESCAPE (ESC).
0006	CONTROL BACKSPACE (BS).
0007	CONTROL HORIZONTAL TABULATE (HT).
0008	CONTROL LINE FEED (LF).
0009	CONTROL VERTICAL TABULATE (VT).
0010	CONTROL FORM FEED (FF).
0011	CONTROL CARRIAGE RETURN (CR).
0012	CONTROL SHIFT OUT (SO).
0013	CONTROL SHIFT IN (SI).
0014	CONTROL DATA LINK ESCAPE (DLE).
0015	DEVICE CONTROL (DC1).
0016	DEVICE CONTROL (DC2).
0017	DEVICE CONTROL (DC3).
0018	DEVICE CONTROL (DC4).
0019	NEGATIVE ACKNOWLEDGE (NAK).
0020	SYNCHRONOUS IDLE (SYN).
0021	END OF TRANSMISSION BLOCK (ETB).
0022	CANCEL (CAN).
0023	END OF MEDIUM (EM).
0024	SUBSTITUTE (SUB).
0025	ESCAPE (ESC).
0026	FILE SEPARATOR (FS).
0027	GROUP SEPARATOR (GS).
0028	RECORD SEPARATOR (RS).
0029	UNIT SEPARATOR (US).
0030	DELETE (DEL).
0031	CHARACTER TABLES OR CHARACTER SUBSET (CTCSS).
0032	"CHARACTER VALIDITY CHECK".
0033	CONTROL CHARACTER (CC).
0034	CONTROL ESCAPE (ESC).
0035	CONTROL BACKSPACE (BS).
0036	CONTROL HORIZONTAL TABULATE (HT).
0037	CONTROL LINE FEED (LF).
0038	CONTROL VERTICAL TABULATE (VT).
0039	CONTROL FORM FEED (FF).
0040	CONTROL CARRIAGE RETURN (CR).
0041	CONTROL SHIFT OUT (SO).
0042	CONTROL SHIFT IN (SI).
0043	CONTROL DATA LINK ESCAPE (DLE).
0044	DEVICE CONTROL (DC1).
0045	DEVICE CONTROL (DC2).
0046	DEVICE CONTROL (DC3).
0047	DEVICE CONTROL (DC4).
0048	NEGATIVE ACKNOWLEDGE (NAK).
0049	SYNCHRONOUS IDLE (SYN).
0050	END OF TRANSMISSION BLOCK (ETB).
0051	CANCEL (CAN).
0052	END OF MEDIUM (EM).
0053	SUBSTITUTE (SUB).
0054	ESCAPE (ESC).
0055	FILE SEPARATOR (FS).
0056	GROUP SEPARATOR (GS).
0057	RECORD SEPARATOR (RS).
0058	UNIT SEPARATOR (US).
0059	DELETE (DEL).
0060	CHARACTER TABLES OR CHARACTER SUBSET (CTCSS).
0061	"CHARACTER VALIDITY CHECK".
0062	CONTROL CHARACTER (CC).
0063	CONTROL ESCAPE (ESC).
0064	CONTROL BACKSPACE (BS).
0065	CONTROL HORIZONTAL TABULATE (HT).
0066	CONTROL LINE FEED (LF).
0067	CONTROL VERTICAL TABULATE (VT).
0068	CONTROL FORM FEED (FF).
0069	CONTROL CARRIAGE RETURN (CR).
0070	CONTROL SHIFT OUT (SO).
0071	CONTROL SHIFT IN (SI).
0072	CONTROL DATA LINK ESCAPE (DLE).
0073	DEVICE CONTROL (DC1).
0074	DEVICE CONTROL (DC2).
0075	DEVICE CONTROL (DC3).
0076	DEVICE CONTROL (DC4).
0077	NEGATIVE ACKNOWLEDGE (NAK).
0078	SYNCHRONOUS IDLE (SYN).
0079	END OF TRANSMISSION BLOCK (ETB).
0080	CANCEL (CAN).
0081	END OF MEDIUM (EM).
0082	SUBSTITUTE (SUB).
0083	ESCAPE (ESC).
0084	FILE SEPARATOR (FS).
0085	GROUP SEPARATOR (GS).
0086	RECORD SEPARATOR (RS).
0087	UNIT SEPARATOR (US).
0088	DELETE (DEL).
0089	CHARACTER TABLES OR CHARACTER SUBSET (CTCSS).
0090	"CHARACTER VALIDITY CHECK".
0091	CONTROL CHARACTER (CC).
0092	CONTROL ESCAPE (ESC).
0093	CONTROL BACKSPACE (BS).
0094	CONTROL HORIZONTAL TABULATE (HT).
0095	CONTROL LINE FEED (LF).
0096	CONTROL VERTICAL TABULATE (VT).
0097	CONTROL FORM FEED (FF).
0098	CONTROL CARRIAGE RETURN (CR).
0099	CONTROL SHIFT OUT (SO).
0100	CONTROL SHIFT IN (SI).
0101	CONTROL DATA LINK ESCAPE (DLE).
0102	DEVICE CONTROL (DC1).
0103	DEVICE CONTROL (DC2).
0104	DEVICE CONTROL (DC3).
0105	DEVICE CONTROL (DC4).
0106	NEGATIVE ACKNOWLEDGE (NAK).
0107	SYNCHRONOUS IDLE (SYN).
0108	END OF TRANSMISSION BLOCK (ETB).
0109	CANCEL (CAN).
0110	END OF MEDIUM (EM).
0111	SUBSTITUTE (SUB).
0112	ESCAPE (ESC).
0113	FILE SEPARATOR (FS).
0114	GROUP SEPARATOR (GS).
0115	RECORD SEPARATOR (RS).
0116	UNIT SEPARATOR (US).
0117	DELETE (DEL).
0118	CHARACTER TABLES OR CHARACTER SUBSET (CTCSS).
0119	"CHARACTER VALIDITY CHECK".
0120	CONTROL CHARACTER (CC).
0121	CONTROL ESCAPE (ESC).
0122	CONTROL BACKSPACE (BS).
0123	CONTROL HORIZONTAL TABULATE (HT).
0124	CONTROL LINE FEED (LF).
0125	CONTROL VERTICAL TABULATE (VT).
0126	CONTROL FORM FEED (FF).
0127	CONTROL CARRIAGE RETURN (CR).

(CONTINUED)
CALIFORNIA INSTITUTE OF CONSERVATIVE RESEARCH

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

C. CATEGORY III - MOS's suitable as the primary MOS of a regular warrant or commissioned warrant officer (continued)

CODE NO.	MOS TITLE
6410	AIRCRAFT MAINTENANCE AND REPAIR OFFICER.
6510	AVIATION ORDNANCE OFFICER.
6610	AVIATION ELECTRONICS OFFICER.
6710	AIR CONTROL OFFICER.
6810	AEROLOGY OFFICER.
6910	AVIATION SYNTHETIC TRAINING DEVICES OFFICER.
7010	AVIATION INTELLIGENCE OFFICER.
7040	OPERATIONS OFFICER, AIR FIELD.
7110	FLIGHT EQUIPMENT OFFICER.

D. CATEGORY IV - MOS's suitable as the primary MOS of a regular supply duty only officer

3009	SUPPLY OFFICER.
3010	UNIT SUPPLY OFFICER.
3015	GENERAL PROPERTY SUPPLY OFFICER.
3020	ORDNANCE SUPPLY OFFICER.
3025	ENGINEER SUPPLY OFFICER.
3030	ELECTRONICS SUPPLY OFFICER.
3035	MOTOR TRANSPORT SUPPLY OFFICER.
3050	COMMISSARY SUPPLY OFFICER.
3060	AVIATION SUPPLY OFFICER.
3160	PURCHASING AND CONTRACTING OFFICER.

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

D. CATEGORY IV - MOS's suitable as the primary MOS of a regular supply duty only officer (continued)

CODE NO.	MOS TITLE
3340	FOOD DIRECTOR.
3405	DISBURSING OFFICER.
3520	MOTOR TRANSPORT OFFICER.
9902	COLONEL.
9903	GENERAL OFFICER.

E. CATEGORY V - MOS's suitable as the primary MOS of a regular woman officer

0101	BASIC PERSONNEL AND ADMINISTRATION OFFICER.
0105	ADMINISTRATIVE OFFICER.
0110	PERSONNEL CLASSIFICATION AND ASSIGNMENT OFFICER.
0190	PERSONNEL RESEARCH OFFICER.
3001	BASIC SUPPLY ADMINISTRATION, ACCOUNTING, AND STOCK CONTROL OFFICER.
4001	BASIC MACHINE ACCOUNTING OFFICER.
4010	MACHINE ACCOUNTING OFFICER.
4301	BASIC PUBLIC INFORMATION OFFICER.
4310	PUBLIC INFORMATION OFFICER.
9901	BASIC OFFICER
9902	COLONEL.

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer

0106	AIDE-DE-CAMP.

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer (continued)

CODE NO.	MOS TITLE
0107	CIVIL AFFAIRS/MILITARY GOVERNMENT OFFICER.
0108	LEGAL OFFICER.
0109	NONTACTICAL UNIT OFFICER.
0170	PERSONNEL OFFICER, STAFF-1.
0180	OSA DUTY OFFICER.
0201	BASIC INTELLIGENCE OFFICER.
0205	RECONNAISSANCE OFFICER.
0271	LANGUAGE OFFICER, CHINESE.
0272	LANGUAGE OFFICER, JAPANESE.
0273	LANGUAGE OFFICER, KOREAN.
0274	LANGUAGE OFFICER, GREEK.
0275	LANGUAGE OFFICER, ARABIC.
0276	LANGUAGE OFFICER, PERSIAN.
0277	LANGUAGE OFFICER, RUSSIAN.
0278	LANGUAGE OFFICER, TURKISH.
0291	LANGUAGE OFFICER, SPANISH.
0292	LANGUAGE OFFICER, ITALIAN.
0293	LANGUAGE OFFICER, FRENCH
0294	LANGUAGE OFFICER, PORTUGUESE.
0295	LANGUAGE OFFICER, GERMAN
0296	LANGUAGE OFFICER, NORWEGIAN.

DOCUMENTATION AUTOMATIQUE DU MODULE SOURCE CONSTRUCTEUR

M. CONSTRUCTEUR - MODULE POUR MAINTENIR UN TEXTE SOURCE SOUS FORME

CODE OCT.	SUR CARTE
0000	IDENTIFICATION DIVISION.
0040	PROGRAM-ID. CONSTRUCTEUR.
0100	AUTHOR. MICHEL CARON.
0140	INSTALLATION. CENTRE INFORMATIQUE DE GESTION.
0200	DATE-WRITTEN. 1971-04-01.
0240	SECURITY. CONFIDENTIEL.
0300	ENVIRONMENT DIVISION.
0340	CONFIGURATION SECTION.
0400	SOURCE-COMPUTER. IBM-360-H50.
0440	OBJECT-COMPUTER. IBM-360-H50.
0500	SPECIAL-NAMES. CONSOLE IS CRT.
0540	INPUT-OUTPUT SECTION.
0600	FILE-CONTROL.
0640	SELECT FICHIER-MAITRE ASSIGN TO UT-S-MAITRE.
0700	SELECT FICHIER-MODIFS ASSIGN TO UT-S-MODIFS.
0740	SELECT FICHIER-NOUVEAU ASSIGN TO UT-S-NOUVEAU.
0777	SELECT FICHIER-LISTING ASSIGN TO UT-S-LISTING.
1000	DATA DIVISION.
1040	FILE SECTION.
1100	FD FICHIER-MAITRE
1140	LABEL RECORDS ARE STANDARD
1200	RECORD CONTAINS 80 CHARACTERS
1240	BLOCK CONTAINS 10 RECORDS
1300	DATA RECORD IS ENREG-MAITRE.
1340	01 ENREG-MAITRE PIC X(80).
1400	FD FICHIER-MODIFS
1440	LABEL RECORDS ARE STANDARD
1500	RECORD CONTAINS 80 CHARACTERS
1540	BLOCK CONTAINS 10 RECORDS
1600	DATA RECORD IS ENREG-MODIFS.
1640	01 ENREG-MODIFS PIC X(80).
1700	FD FICHIER-NOUVEAU
1740	LABEL RECORDS ARE STANDARD
2000	RECORD CONTAINS 80 CHARACTERS
2040	BLOCK CONTAINS 10 RECORDS
2100	DATA RECORD IS ENREG-NOUVEAU.
2140	01 ENREG-NOUVEAU PIC X(80).
2200	FD FICHIER-LISTING
2240	LABEL RECORDS ARE OMITTED
2300	RECORD CONTAINS 132 CHARACTERS
2340	DATA RECORD IS LIGNE-LISTING.
2400	01 LIGNE-LISTING PIC X(132).
2440	WORKING-STORAGE SECTION.
2500	77 CODE-OPERATION PIC X(8).
2540	77 NUMERO-CARTE PIC 9(6).
2600	77 NUMERO-CARTE-MODIF PIC 9(6).
2640	77 NUMERO-CARTE-NOUVEAU PIC 9(6).
2700	77 NUMERO-CARTE-LISTING PIC 9(6).
2740	77 NOMBRE-CARTES-LUES PIC 9(6).
3000	77 NOMBRE-CARTES-ECRITES PIC 9(6).
3040	77 NOMBRE-CARTES-LISTING PIC 9(6).
3100	77 NOMBRE-CARTES-MODIFIEES PIC 9(6).
3140	77 NOMBRE-CARTES-INSEREES PIC 9(6).
3200	77 NOMBRE-CARTES-SUPPRIMEES PIC 9(6).
3240	77 NOMBRE-CARTES-REMPLACEES PIC 9(6).
3300	77 NOMBRE-CARTES-COMMENTAIRES PIC 9(6).
3340	77 NOMBRE-CARTES-ERREUR PIC 9(6).
3400	77 NOMBRE-CARTES-DUPLIQUEES PIC 9(6).
3440	77 NOMBRE-CARTES-NON-TROUVEES PIC 9(6).
3500	77 NOMBRE-CARTES-DEPLACEES PIC 9(6).
3540	77 NOMBRE-CARTES-NUMEROTEES PIC 9(6).
3600	77 NOMBRE-CARTES-NON-NUMEROTEES PIC 9(6).
3640	77 NOMBRE-CARTES-TRIEES PIC 9(6).
3700	77 NOMBRE-CARTES-NON-TRIEES PIC 9(6).
3740	77 NOMBRE-CARTES-FUSIONNEES PIC 9(6).
4000	77 NOMBRE-CARTES-NON-FUSIONNEES PIC 9(6).
4040	77 NOMBRE-CARTES-COMPAREES PIC 9(6).
4100	77 NOMBRE-CARTES-NON-COMPAREES PIC 9(6).
4140	77 NOMBRE-CARTES-IMPRIMEES PIC 9(6).
4200	77 NOMBRE-CARTES-NON-IMPRIMEES PIC 9(6).
4240	77 NOMBRE-CARTES-PERFOREES PIC 9(6).
4300	77 NOMBRE-CARTES-NON-PERFOREES PIC 9(6).
4340	77 NOMBRE-CARTES-LUES-MODIF PIC 9(6).
4400	77 NOMBRE-CARTES-LUES-NOUVEAU PIC 9(6).
4440	77 NOMBRE-CARTES-LUES-LISTING PIC 9(6).
4500	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
4540	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
4600	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
4640	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
4700	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
4740	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
5000	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
5040	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
5100	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
5140	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
5200	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
5240	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
5300	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
5340	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
5400	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
5440	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
5500	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
5540	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
5600	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
5640	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
5700	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
5740	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
6000	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
6040	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
6100	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
6140	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
6200	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
6240	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
6300	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
6340	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
6400	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
6440	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
6500	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
6540	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
6600	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
6640	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
6700	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
6740	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
7000	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
7040	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
7100	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
7140	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
7200	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
7240	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
7300	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
7340	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
7400	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
7440	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
7500	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
7540	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
7600	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).
7640	77 NOMBRE-CARTES-ECRITES-NOUVEAU PIC 9(6).
7700	77 NOMBRE-CARTES-ECRITES-LISTING PIC 9(6).
7740	77 NOMBRE-CARTES-ECRITES-MODIF PIC 9(6).

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer (continued)

CODE NO.	MOS TITLE
0305	NAVAL AVIATION OBSERVER, TACTICAL.
0306	OPERATIONS AND TRAINING OFFICER, STAFF-3.
0401	BASIC LOGISTICS OFFICER.
0405	COMBAT SUPPORT OFFICER.
0406	LOGISTICS OFFICER, STAFF-4.
0701	BASIC ANTIAIRCRAFT ARTILLERY OFFICER.
0705	ANTIAIRCRAFT ARTILLERY OFFICER.
0706	LIGHT ANTIAIRCRAFT ARTILLERY OFFICER.
0707	HEAVY ANTIAIRCRAFT ARTILLERY OFFICER.
0708	SEARCHLIGHT OFFICER.
0805	NAVAL AVIATION OBSERVER, ARTILLERY.
0806	FIELD ARTILLERY OPERATIONS AND TRAINING OFFICER.
0807	FIELD ARTILLERY INTELLIGENCE OFFICER.
0808	SOUND RANGING OFFICER.
0809	ARTILLERY ROCKET OFFICER.
0870	FIELD ARTILLERY SURVEY OFFICER.
1101	BASIC UTILITIES OFFICER.
1301	BASIC CONSTRUCTION AND EQUIPMENT OFFICER.
1401	BASIC SURVEYING AND MAPPING OFFICER.
1405	MILITARY GEOLOGIST.
1501	BASIC PRINTING AND REPRODUCTION OFFICER.

0000	ERROR MESSAGE NUMBER (HEXADECIMAL)
0001	ERROR MESSAGE
0002	ERROR MESSAGE
0003	ERROR MESSAGE
0004	ERROR MESSAGE
0005	ERROR MESSAGE
0006	ERROR MESSAGE
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OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer (continued)

CODE NO.	MOS TITLE
2101	BASIC WEAPONS REPAIR OFFICER.
2201	BASIC FIRE CONTROL INSTRUMENT REPAIR OFFICER.
2301	BASIC AMMUNITION OFFICER.
2601	BASIC COMMUNICATION MATERIEL OFFICER.
2701	BASIC ELECTRONICS OFFICER.
3040	POST EXCHANGE SUPPLY OFFICER.
3101	BASIC PROCUREMENT, WAREHOUSING, SHIPPING, AND RECEIVING OFFICER.
3201	BASIC SUPPLY SERVICES OFFICER.
3206	GRAVES REGISTRATION OFFICER.
3301	BASIC FOOD SERVICES OFFICER.
3401	BASIC DISBURSING OFFICER.
3501	BASIC MOTOR TRANSPORT OFFICER.
3601	BASIC STEWARD OFFICER.
4101	BASIC POST EXCHANGE OFFICER.
4330	HISTORICAL OFFICER.
4340	RECRUITING OFFICER.
4601	BASIC PHOTOGRAPHIC OFFICER.
4901	BASIC TRAINING AND TRAINING AIDS OFFICER.
4905	TRAINING OFFICER.
5201	BASIC SPECIAL SERVICES OFFICER.
5205	ATHLETIC AND RECREATION OFFICER.

8000	Overview and definitions begins.
8001	Music theory lessons begins.
8002	Scales begin.
8003	Music theory lessons ends.
8004	Music theory lessons begins.
8005	Music theory lessons ends.
8006	Music theory lessons begins.
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8018	Music theory lessons begins.
8019	Music theory lessons ends.
8020	Final exam.
8021	Music theory lessons begins.
8022	Music theory lessons ends.
8023	Music theory lessons begins.
8024	Music theory lessons ends.
8025	Music theory lessons begins.
8026	Music theory lessons ends.

CATEGORIES OF OFFICER MILITARY

OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer (continued)

CODE NO.	MOS TITLE
5206	EDUCATION AND PERSONAL AFFAIRS OFFICER.
5207	SEPARATION AND CIVIL READJUSTMENT OFFICER.
5501	BASIC BAND OFFICER.
5601	BASIC GUIDED MISSILE OFFICER.
5605	ORDNANCE ENGINEER (PG).
5606	ELECTRONICS ENGINEER (PG).
5701	BASIC CHEMICAL WARFARE AND RADIOLOGICAL SAFETY OFFICER.
5801	BASIC SECURITY AND GUARD OFFICER.
5805	PROVOST MARSHAL.
6401	BASIC AIRCRAFT MAINTENANCE AND REPAIR OFFICER.
6405	AERONAUTICAL ENGINEER.
6501	BASIC AVIATION ORDNANCE OFFICER.
6601	BASIC AVIATION ELECTRONICS OFFICER.
6701	BASIC AIR CONTROL OFFICER.
6720	GROUND CONTROLLED APPROACH OFFICER.
6801	BASIC AEROLOGY OFFICER.
6805	AEROLOGICAL ENGINEER.
6901	BASIC AVIATION SYNTHETIC TRAINING DEVICES OFFICER.
7001	BASIC AVIATION OPERATIONS AND INTELLIGENCE OFFICER.
7101	BASIC FLIGHT EQUIPMENT OFFICER.

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OCCUPATIONAL SPECIALTIES U. S. MARINE CORPS (CONTINUED)

F. CATEGORY VI - MOS's not suitable as the primary MOS of any regular officer (continued)

CODE NO.	MOS TITLE
7331	PILOT VMA (OFFICER).
7332	PILOT VMF (OFFICER).
7333	PILOT VMF (JET) (OFFICER).
7334	PILOT VMO (OFFICER).
7335	PILOT VMR (OFFICER).
7377	INSTRUMENT FLIGHT INSTRUCTOR (OFFICER).
7379	TEST PILOT (OFFICER).
7381	LANDING SIGNAL OFFICER.
7383	FORWARD AIR CONTROLLER.
7384	AIR SUPPORT CONTROL OFFICER.
7386	AIR DEFENSE CONTROL OFFICER.
7393	AVIATION OPERATIONS OFFICER, STAFF-3.
7395	AVIATION LOGISTICS OFFICER, STAFF-4.
9905	SPECIAL ASSIGNMENT OFFICER.

The above MOS Code Numbers and Titles from MOS Manual. NAVEXOS 1008-PD, revised; U. S. Marine Corps, 1949. pp. 403 to 405.

[illegible]	[illegible]
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[illegible]	[illegible]
[illegible]	[illegible]

APPENDIX C

OFFICER SCHOOLS AND COURSES

TOP LEVEL

SCHOOL OR COURSE

National War College

Armed Forces Staff College

Industrial College of the Armed Forces

Naval War College (Senior Course)

Naval War College (Logistics Course)

HIGH LEVEL

Amphibious Warfare School, Senior Course

Command and General Staff College

- Department of Operations and Training
- Department of Personnel
- Department of Intelligence
- Department of Logistics

Air War College

INTERMEDIATE LEVEL

Amphibious Warfare School, Junior Course

Air Command and Staff School

ADMINISTRATIVE

Postgraduate Personnel Administration and Training

Management and Industrial Engineering

Methods Analysis

Naval Justice

OFFICER BOOKING AND COURSES

JOB TRAIN

SCHOOL OF COURSE

National War College

Armed Forces Staff College

Industrial College of the Armed Forces

Naval War College (Senior Course)

Naval War College (Logistics Course)

OTHER TRAIN

Amphibious Warfare School, Senior Course

Command and General Staff College

Department of Operations and Training

Department of Personnel

Department of Intelligence

Department of Logistics

Air War College

AIR COMMAND AND STAFF SCHOOL

Amphibious Warfare School, Junior Course

ENLISTED/CIVIL TRAIN

Naval Justice

Welfare Functions

Management and Industrial Engineering

Leadership and Personnel Administration and Training

ADMINISTRATIVE

Air Command and Staff School

Amphibious Warfare School, Junior Course

OFFICER SCHOOLS AND COURSES (continued)

ADMINISTRATIVE (continued)

SCHOOL OR COURSE

Postgraduate Law

Sea Duty Indoctrination

Machine Records Officer

FLIGHT

Naval Air All Weather Flight

Landing Signal Officer

Ground Control Approach

A-2 Tactical Air Control

Applied Aerology

Aerial Photographic Officer

INFANTRY

Advanced Infantry Officers

The Basic School

INTELLIGENCE

Strategic Intelligence

Air Intelligence Officer

Language Courses (Officer)

Intelligence Course, Fort Riley

Aerial Photographic Interpretation

Photogrammetric Course

Counterintelligence

DELETIONS (continued)

NAVSEC 6010 Change

Navigation Aboard Ships

Sea Duty Indoctrination

Undergraduate Law

Graduate Record Office

Naval Air All Weather Flight

FLIGHT

Landing Signal Officer

Marshal Control Aboard

Naval Air Control

V-E Tactical Air Control

Fighter Controller

Aerial Photographic Officer

Photographic Course

Aerial Photographic Interpretation

Intelligence Course, Four Navy

Transfer Courses (Officer)

Air Intelligence Officer

Strategic Intelligence

INTELLIGENCE

The Basic School

Planned Internship Officers

INTERNIST

Aerial Photographic Officer

Fighter Control

V-E Tactical Air Control

Marshal Control Aboard

Landing Signal Officer

Naval Air All Weather Flight

FLIGHT

Graduate Record Office

Sea Duty Indoctrination

Undergraduate Law

NAVSEC 6010 Change

DELETIONS (continued)

OFFICER SCHOOLS AND COURSES (continued)

PUBLIC INFORMATION

SCHOOL OR COURSE

Armed Forces Information School

CHEMICAL WARFARE

Chemical Warfare, Radiological Safety and Associated Subjects, Edgewood, Md.

Chemical Warfare, Radiological Safety and Associated Subjects, Treasure Island, California.

ARTILLERY

Artillery Advanced

Artillery Basic

Joint Army-Navy Guided Missiles

Postgraduate Ordnance Engineering (Guided Missile Guidance)

Postgraduate Ordnance Engineering (Jet Propulsion)

Air Observation

ELECTRONICS

Communications Officers School

Aviation Electronics

Postgraduate Electronics Engineering

Advanced Signal Officers

Electronics Maintenance

ENGINEERING

Engineer Officers Advanced

Engineer Officers Basic

Postgraduate Aeronautical Engineering (Armament)

Postgraduate Aeronautical Engineering

Postgraduate Paramedical Engineering (Advanced)

Postgraduate Clinical Engineering (Basic)

Engineer Officers Basic

Engineer Officers Advanced

Electronics Maintenance

Vigilant Night Officers

Postgraduate Electronics Engineering

Aviation Electronics

Communications Officers School

TECHNICIANS

Air Operations

Postgraduate Computer Engineering (Jet Propulsion)

(Guided Missile Guidance)

Postgraduate Computer Engineering

Joint Army-Navy Guided Missiles

Auxiliary Basic

Auxiliary Advanced

ARTILLERY

Employee, Treasure Island, California.

Optional Courses, Medical and Related Sciences, Edgewood, Md.

Optional Courses, Medical and Related Sciences

GENERAL NURSES

Naval Nurse Corps Information School

NURSES AS NURSES

(continued) NAVAL NURSE CORPS AND NURSES

OFFICER SCHOOLS AND COURSES (continued)

ORDNANCE

SCHOOL OR COURSE

Explosive Ordnance Disposal

TANK AND AMPHIBIAN TRACTOR

Armored Cavalry Officers Advanced

Armored Cavalry Officers Basic

SUPPLY

Subsistence Course

Automotive Mechanics

Officers Supply Administration

Accountable Officers

Postgraduate Textile Engineering

Cargo Handling, Rail and Ocean Traffic

Postgraduate Business Administration

The above schools and courses taken from Marine Corps General Order No. 42, dated September 26, 1949.

Chemical Corp. v. U.S. Patent Department of Labor.
Law Review Library and Business Index Index Service Service

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Contract

Notary Of Income

Depreciation Limousine Office(s)

Tax Due Filing Status

Vibration Caustic Oilfield Treatment

Treasury Capital Oilfield Drug

Mixed

Improvement Income

Environmental Groundwater

Oil/Gross Supply Visualization

Vocational/Audio Oilfield

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Confidential Surety Confidentiality

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